LC/G.2010 (SES.27/6)
23 March 1998

ENGLISH
ORIGINAL: SPANISH

ECONOMIC COMMISSION FOR LATIN AMERICA
AND THE CARIBBEAN (ECLAC)

REPORT OF THE AD HOC WORKING GROUP ESTABLISHED PURSUANT TO RESOLUTION 553(XXVI)

UNITED NATIONS
Santiago, Chile, 1998

CONTENTS

Page

INTRODUCTION 1

PART I : PRIORITY SETTING.......... 5

REPORT OF THE MEETING OF THE AD HOC WORKING GROUP ESTABLISHED PURSUANT TO RESOLUTION 553(XXVI) (Santiago, Chile, 29 July 1996) 7

MEETING OF REPRESENTATIVES OF STATES MEMBERS OF ECLAC TO THE UNITED NATIONS TO HEAR THE REPORT OF THE MEETING OF THE AD HOC WORKING GROUP (New York, 25 October 1996) 109

PROGRAMME OF WORK OF THE ECLAC SYSTEM, 1998-1999.......... 115

PART II: DECENTRALIZED MANAGEMENT 201

REPORT OF THE SECOND MEETING OF THE AD HOC WORKING GROUP ESTABLISHED PURSUANT TO RESOLUTION 553(XXVI) (New York, 5 June 1997) 203

REPORT OF THE TWENTY-FIRST SESSION OF THE COMMITTEE OF THE WHOLE (New York, 6 June 1997) 219

REPORT OF THE THIRD MEETING OF THE AD HOC WORKING GROUP ESTABLISHED PURSUANT TO RESOLUTION 553(XXVI) (New York, 12 November 1997).......... 225

ANNEX : RESOLUTION 553(XXVI).......... 243

INTRODUCTION

Pursuant to its resolution 553(XXVI), the Economic Commission for Latin America and the Caribbean (ECLAC) established an ad hoc working group, open to all ECLAC members, which was empowered, in consultation with the Executive Secretary, to define priorities for the work programme and recommend to the Commission strategic directions for its future activities, taking into account the development priorities of Latin America and the Caribbean, as well as budgetary considerations. Since its establishment, the group has met on three occasions, with the participation of representatives from 40 member States and three associate members.

The first meeting took place at ECLAC headquarters in Santiago, Chile, from 29 to 31 July 1996. On that occasion, the group devoted its efforts to categorizing and assigning priorities to the specific activities listed under the subject areas of the programme of work of the ECLAC system for the biennium 1998-1999, which the Commission had previously approved by resolution 559(XXVI) at its twenty-sixth session.

The secretariat presented the subprogrammes one by one, and each was debated in detail. Following debate, the secretariat changed the assigned priorities to reflect either specific proposals that had met with consensus or its interpretation of the feeling of the majority of the delegations.

The exercise undertaken at that first meeting pointed up the many problems inherent in attempting to meet the heavy demand for services with the scarce resources at the disposal of the ECLAC secretariat. Among the dilemmas revealed were those of: drawing the line between concentration on high-impact activities and the need to form an institutional view regarding the wide spectrum of key development issues confronting the Latin American and Caribbean countries; striking a balance between allocating resources to each of the subprogrammes and concentrating on a smaller number of subprogrammes, and between analytical and operational activities; distributing activities between the Commission's headquarters in Santiago and its subregional headquarters; and linking funding drawn from budgetary resources with funding from extrabudgetary resources. Beyond its immediate objectives, the first meeting of the ad hoc working group demonstrated that this forum for encounter between the secretariat and the Governments of the member States would aid in adapting the future work of the Commission to the changes that might come about in the availability of resources and the needs of the Governments.

The second meeting of the ad hoc working group was held in New York on 5 June 1997. The sole item on its agenda was a review of reforms adopted in recent months. To that end, the secretariat presented a note entitled "Review of recent reforms adopted by the Economic Commission for Latin America and the Caribbean" (LC/G.1962) and a document entitled "Management pilot scheme" (LC/G.1964).

Debate centred on how what impact implementation of the reforms might have on the substantive work of the Commission and its capacity to respond to the needs of the Governments of its member States. Participants were generally concerned about how ECLAC might carry out its functions within the context of the United Nations reform process and emphasized the need to ensure that such reforms did not impair, but rather strengthened the important role that the institution had filled for the countries of the region in preparing analyses and proposals to further development. They also stressed the need, at that stage, as indicated in the documents presented to the meeting, for more intensive interaction between the Governments and the ECLAC secretariat.

The representatives agreed on the importance of the decentralization proposals and supported their general thrust, considering them to be innovative and substantive responses to the necessity of adapting to prevailing circumstances both within the Organization and in the world at large. In order to be able to transmit these agreements to the Economic and Social Council, the delegations decided to reconstitute themselves as the Committee of the Whole of the Commission.

The sole item on the agenda for twenty-first session of the Committee of the Whole was therefore to consider and adopt resolution 563(PLEN.21) entitled "ECLAC in the context of the reform of the United Nations". In that resolution, the Committee expressed its support for the general thrust of the management pilot scheme, which was to be developed and described in detail, in order to be submitted for consideration by the States members of the Commission before implementation, and requested the Executive Secretary to keep the members informed, through the ad hoc working group, during the implementation phase of the management scheme.

The third meeting of the ad hoc working group was held in New York on 12 November 1997 in order to consider in greater detail what had been agreed upon at the earlier meeting with respect to the management decentralization measures. To that end, the secretariat presented a note entitled "Progress in the implementation of the pilot management scheme" (LC/G.1983).

The secretariat reported on the nature and scope of the measures proposed under the new management scheme, which would enable the institution to make better and more efficient use of the resources at its disposal through the delegation of authority from Headquarters to the Commission secretariat in some human resources and financial and budgetary matters. The secretariat also reported that it was deliberately introducing changes gradually, recognizing that the intergovernmental forums had still not adopted complete provisions on the delegation of authority -logically so, since the "pilot scheme" by definition was in the nature of an experiment.

During the meeting, member States expressed views that reflected a number of concerns in relation to the implementation of the management decentralization measures and engaged in a fruitful exchange on the subject. Taking due note of their comments, the secretariat began gradual implementation specifically of those elements of management decentralization that had not met with opposition, while setting aside those that had given rise to serious concerns until the member States had the opportunity to reach a decision at the next session.

The General Assembly was also in the process at that time of considering various aspects of reform, notably in its deliberations concerning approval of the budget for the biennium 1998-1999. While the General Assembly approved a number of the Secretary-General's proposals, in section III, paragraphs 11 and 12, of resolution 52/220 entitled "Questions relating to the proposed programme budget for the biennium 1998-1999", it decided to request him to present a comprehensive report on the impact of the implementation of pilot projects on the budgetary practices and procedures as well as on the Financial Regulations and Rules of the United Nations, and also decided that no action could be taken in the context of the pilot projects that represented changes in the budgetary practices and procedures or the Financial Regulations and Rules without prior approval of all relevant legislative bodies.

In close connection with the foregoing, the General Assembly, in section III, paragraphs 71 and 72, of the same resolution, took note of the Secretary-General's initiative to present a management project for ECLAC and asked the Secretary-General to submit details of the project to the Commission at its twenty-seventh session for its final approval, as provided for in resolution 563(PLEN.21) of the Committee of the Whole of the Commission and recommended by the Advisory Committee on Administrative and Budgetary Questions in paragraph V.66 of its first report. The Secretariat has therefore prepared a note entitled "Reform of the ECLAC management scheme: delegation of authority and accountability. Note by the secretariat" (LC/G.2011(SES.27/7)), describing in detail the content and scope of the proposed decentralized management project.

The present document is a compilation of the reports of the meetings of the ad hoc working group and is organized around the two topics of priority-setting and management decentralization. Under the first heading is included the Commission's programme of work as revised to reflect the agreements of the ad hoc working group. The aim of the secretariat in preparing this document was to provide a comprehensive view of the work of the ad hoc working group established pursuant to ECLAC resolution 553(XXVI).

PART I

PRIORITY SETTING

REPORT OF THE MEETING OF THE AD HOC WORKING GROUP ESTABLISHED PURSUANT TO RESOLUTION 553(XXVI)

(Santiago de Chile, 29-31 July 1996)

1. Mandate

1. Resolution 553(XXVI) of the Economic Commission for Latin America and the Caribbean (ECLAC) established an ad hoc working group open to all ECLAC members. This group, headed by the Chairman of the twenty-sixth session of the Commission, was empowered, in consultation with the Executive Secretary, to define priorities for the work programme and recommend to the Commission strategic directions for its future activities, taking into account the development priorities of Latin America and the Caribbean, as well as budgetary considerations. The resolution further provided that the first meeting of the ad hoc working group was to be held at ECLAC headquarters in Santiago, Chile, within 90 days following the twenty-sixth session.

2. Place and date of the meeting

2. The first meeting of the ad hoc working group took place at ECLAC headquarters in Santiago, Chile, from 29 to 31 July 1996.

3. Attendance

3. The meeting was attended by representatives of the following member States of the Economic Commission for Latin America and the Caribbean: Argentina, Barbados, Bolivia, Brazil, Canada, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador, France, Guatemala, Haiti, Italy, Jamaica, Mexico, Netherlands, Panama, Paraguay, Peru, Portugal, Saint Vincent and the Grenadines, Spain, Suriname, Trinidad and Tobago, United Kingdom, United States of America, Uruguay and Venezuela.

4. Two associate members of the Commission were also represented: Aruba and Netherlands Antilles.

4. Opening meeting

5. The Chairman of the Presiding Officers of the twenty-sixth session, Mr. Melvin Sáenz Biolly of Costa Rica, welcomed the participants and reminded them that ECLAC resolution 553(XXVI) not only provided the mandate for the meeting but also reflected the interest of the member States in broadening the contribution of the United Nations to development. He pointed out that ECLAC had already begun to take steps to increase its efficiency, as part of an important process of innovation undertaken by the entire Organization, a process that some labelled "reform", but that his country preferred to call "modernization" or "bringing up to date". He recalled that the central purpose of the meeting was to determine what priorities the member countries wished to assign to activities within the programme of work and stressed that the Commission's vital role was to function as a centre of excellence devoted to the study of the main aspects of economic development in Latin America and the Caribbean.

6. Mr. Gert Rosenthal, Executive Secretary of ECLAC, cordially welcomed the representatives of the Governments participating in the ad hoc working group. He said that, beyond its immediate objectives, this forum for interchange between secretariat and the Governments of the member States would be helpful in adapting the future work of the Commission to changes in the availability of resources and in the demands of the Governments. The exercise was taking place in the wider context of reform of the United Nations, which was now being called upon to adjust to new circumstances, not only with respect to organization, management and budget, but also in matters such as defining institutional identity, eliminating duplication and refining its programme of work better to meet the most crucial needs of the Member States. Because the process of programme planning and priority setting had to begin three years in advance, while budgetary matters were handled by other parts of the Organization, some degree of flexibility was needed in order to accommodate new priorities and changes in available resources —through an interchange with member Governments. Up to now, such interaction had taken place during the session and through bilateral consultations. Now, however, the rapid pace of change made it highly advisable to undertake this exercise more frequently and as a group.

7. The fundamental role of ECLAC was to join with Governments in thinking about ways to overcome obstacles to development from a regional perspective with a view to practical action. He emphasized that the Commission's mandate in this respect was broad, and for that reason it had chosen a basically thematic approach to its programme of work, an approach which cut across divisional lines and allowed for greater flexibility. Turning to the secretariat's proposal for organizing the debate, he explained that a set of charts had been prepared in which each activity had been tentatively classified into one of four categories of priority, ranging from the essential to those that in fact could not be carried out unless frozen resources were again made available. The anticipated output would be a revised programme of work in accord with reality and the desires of the Governments.

8. Lastly, he pointed out that the institution did not draw a sharp distinction between analytical and operational activities, but saw them as complementary. Operational activities developed out of the analytical framework, which gave them coherence. In response to concern about financing such activities with extrabudgetary resources, he explained that the practice grew out of the secretariat's interest in joining forces with other organizations, which proposed operational activities utilizing the capital that ECLAC chiefly had to offer, namely its analytical capacity, and were willing to finance the activities, an opportunity too good for the institution to neglect. On the subject of possible duplication of tasks, he said that the Commission was in constant communication with other international organizations and maintained a network of contacts with other research centres in order to arrive at a division of labour that would take into account the comparative advantages of each institution. With regard to the scope of the exercise in which the meeting was now engaged, he described it as a process that would produce an output, namely, a preliminary agreement on what priority to assign the activities.

9. As a working procedure, the Executive Secretary then proposed a general analysis of the non-paper prepared by the secretariat, followed by a brief oral presentation preceding the examination of each subprogramme. He said that the final output of the meeting would be, first, a report that would reflect the decisions reached by the delegations but would not include a summary of each statement and, second, a revised version of the programme of work that had been approved at the last session, adapted to take into account the emphases recommended by the working group.

5. Summary of the proceedings

10. The exchange of ideas between the delegations and the secretariat included both a general debate on the nature of the exercise and a detailed examination of the subprogrammes.

a) General debate

11. The delegations agreed that the priority-setting exercise for the programme of work of the ECLAC system for the biennium 1998-1999 was an aspect of the examination of the United Nations medium-term plan for the period 1998-2001 still being conducted by the States members of the Committee for Programme and Coordination (CPC) at the Secretariat in New York.

12. It was emphasized that the exercise must be ongoing and flexible. Because of the long lead-time that characterized the United Nations programming process, priorities should be able to be readjusted in the future to take account of changing circumstances in the world and the region. It was agreed that the exercise marked the start of a mechanism of dialogue and consultation between the member States and the secretariat both on setting the agenda and work programmes of the ECLAC system and on evaluating the execution of these programmes.

13. It was also stressed that the objective of the meeting was to set priorities for the programme of work of the ECLAC system for the biennium 1998-1999. While this process would clearly have budget implications for the future, they were not to be dealt with on this occasion, since consideration of the financial aspects of the exercise was the work of other organs of the United Nations system.

14. The delegations agreed that in undertaking the priority-setting exercise they would view the programme of work in an integrated manner. Thus, adjustments to the priority accorded activities within a given subprogramme would not necessarily have to be compensated within that subprogramme. Delegations also agreed that all thematic subprogrammes should be applicable to the wider membership, notwithstanding the existence of subprogrammes 10 and 11. In this regard, they emphasized the need to pay particular attention to the small economies of the region.

15. Some delegations suggested that ECLAC should concentrate its efforts on the areas in which it enjoyed comparative advantages and should leave aside those that could be better addressed by other agencies or organizations or should enter into strategic alliances with them in order to carry out selected activities jointly.

16. It was also observed that the secretariat was in an excellent position to foster and facilitate cooperation activities within the Latin American and Caribbean region and between the region and other parts of the world.

17. The meeting concurred with the proposal of one delegation that the programme of work should pay special heed to the social dimension in all subject areas.

18. In the course of the general debate, it was repeatedly urged that the ECLAC programme of work should more adequately reflect the needs and requirements of the Caribbean members of the Commission. There was a consensus that in addition to the activities included under the Caribbean subprogramme, the activities of an analytical and operational nature carried out by ECLAC headquarters in Santiago should also give more effective and specific consideration to the characteristic aspects of these economies.

19. A number of delegations also asked the secretariat to consider the possibility of allocating greater resources from the regular budget (in Professional person/months) to operational activities. In addition, the secretariat was asked to provide more information in its report about the use of extrabudgetary resources for operational activities.

20. Lastly, the secretariat was asked to revise and update the lists of recipients of its publications in order to disseminate more effectively the outputs of the work programme.

b) Consideration of the subprogrammes

21. The meeting focused on classifying and assigning priorities to the specific activities that made up the subject areas of the programme of work of the ECLAC system for the biennium 1998-1999 previously adopted by resolution 559(XXVI) at the twenty-sixth session of ECLAC, held in San José, Costa Rica, in April 1996.

22. The subprogrammes were presented to the delegations one by one by the secretariat and were the subject of detailed debate. As a result of the debate, the secretariat made changes in the priorities based on concrete proposals adopted by consensus or on its interpretation of the feeling of the majority of the delegations. The changes arising from the discussion of each subprogramme are summarized below.

SUBPROGRAMME 1: LINKAGES WITH THE GLOBAL ECONOMY, COMPETITIVENESS AND PRODUCTION SPECIALIZATION

Subject area 1.2: National trade policies and market integration

Assign "B" priority to the expert meeting to consider the room for action open to the Governments of the region as regards their policies for improving linkages with the global economy (paragraph a)) and to the study on the impact of multilateral, regional and hemispheric commitments on trade policies in the region (subparagraph b) i)).

Subject area 1.5: Patterns of trade specialization

a) Assign "D" priority to the study on technological development and exports, based on a comparative analysis of various Asian and Latin American experiences (subparagraph a) iii)).

b) Note that the delegations of Bolivia, Brazil and Venezuela differ in the priorities they would assign to the subject areas included under this subprogramme.

c) Add the intraregional dimension to this subject area.

d) Strengthen the Caribbean presence in the various subject areas of the subprogramme.

SUBPROGRAMME 2: INTEGRATION, OPEN REGIONALISM AND REGIONAL COOPERATION

Subject area 2.1: Convergence of the integration process: economic, regulatory and institutional aspects

a) It was agreed to include under this subject area the social aspects of convergence of the integration process.

b) It was duly noted that the activities in support of the hemispheric integration process mentioned under paragraph c) should be complemented by those mentioned under subject areas 3.5 a) iv); 4.5 c); 10.4 and 10.5; and 11.1 b). It was pointed out, moreover, that many of the analytical activities to be carried out under the subprogramme were relevant to both hemispheric and subregional integration processes, so that the entire programme would indirectly have an impact on the specific tasks the ECLAC secretariat was to perform in support of the various integration processes under way among the countries members of the Commission.

Subject area 2.2: Intraregional investments: the internationalization of Latin American and Caribbean companies

a) It was agreed that attention should be focused on the promotion of intraregional investments in Latin America and the Caribbean and that observations on the Asian experience should be taken as points of reference only.

b) It was agreed that operational activities (paragraph c) should be moved up to priority "B".

Subject area 2.3: The social dimension of regional integration

It was urged that it would be helpful, to the extent possible, to increase the number of person/months devoted to the subject of the social dimension of integration.

Subject area 2.4: Regional transport infrastructure and services

a) It was suggested that the possibility should be considered of reducing the proposed number of person/months and strengthening other subject areas.

b) It was also suggested that consideration should be given to the social aspects of this subject area.

SUBPROGRAMME 3: PRODUCTIVE, TECHNOLOGICAL AND ENTREPRENEURIAL DEVELOPMENT

Subject area 3.5: Factors determining the behaviour of key agents such as transnational corporations, national groups and small and medium-sized companies

It was decided to assign "B" priority to the study on the internationalization of Latin American companies through investment abroad, both inside and outside the region (subparagraph a) ii)).

Subject area 3.6: Urban and interurban transport

It was decided to assign "C" priority to the intermediate activities in support of various regional forums in matters connected with urban and interurban transport (paragraph c)).

SUBPROGRAMME 4: ECONOMIC AND INSTITUTIONAL REFORMS AND POLICIES

Subject area 4.2: Analysis of development strategies and economic and social policies in Latin America and the Caribbean

a) It was proposed that "B" priority should be assigned to the study on economic policies designed to help withstand external shocks, with emphasis on the analysis of fluctuations in capital flows in highly volatile situations and their impact on the domestic economy in such aspects as the exchange rate, saving and stability of the banking sector (subparagraph b) ii)).

b) With regard to the subject of external debt and the impact of overindebtedness on development, which was raised by one of the delegations, the secretariat reported that, although for most of the countries of the region the topic no longer had the same priority in the respective national agenda, it continued to monitor debt trends as part of its regular task of analysing the economic situation of the region. Another delegation pointed out that the subject fell within the purview of other bodies and institutions, including the Paris Club.

Subject area 4.5: Analysis of the developed economies of the hemisphere and their incidence on the countries of Latin America and the Caribbean

a) It was decided to assign "C" priority to the information notes on the United States and Canadian economies (subparagraphs a) i) and ii)).

b) The meeting stressed the need to give due consideration and coverage to subjects relevant to the Caribbean subregion in the work under this subprogramme.

SUBPROGRAMME 5: SOCIAL UNDERPINNING OF ECONOMIC DEVELOPMENT

A number of delegations stressed that the subject of this subprogramme was of great importance to the programme of work as a whole.

Subject area 5.3: Effects of economic and social development policies on well-being and equity

Some delegations requested that "B" priority be given to the expert meeting (paragraph a)) and the non-recurrent publications (paragraph b)). No activities were identified which could be reduced in priority to compensate for these changes.

Subject area 5.4: Analysis of the effects associated with the cultivation, trafficking and consumption of drugs, and integrated strategies for combatting them

It was agreed to maintain the priority proposed for activity c) and to cut down the number of meetings (paragraphs a) and b)) to the minimum.

SUBPROGRAMME 6: STRATEGIC ADMINISTRATION AND STATE REFORM

Subject areas 6.1 to 6.5

a) There were no proposals to change the priorities originally suggested by the secretariat, although some delegations would have liked to assign higher priority to certain activities. The possibility of obtaining more extrabudgetary funding for those activities was mentioned.

b) There was agreement that it would be necessary to look for ways to enhance the impact of this subprogramme in the Caribbean subregion; the secretariat reported that it had already begun to take steps to that end.

Subject area 6.6: Changes in the management of mining resources and reform of the energy sector in Latin America and the Caribbean

It was clarified that there was no overlap with subject area 1.7, which dealt with competitiveness, but that the two were complementary.

SUBPROGRAMME 7: ENVIRONMENTAL AND LAND RESOURCE SUSTAINABILITY

Although concern was expressed that ECLAC might be trying to cover too many subjects of a complex nature in view of its limited resources, the secretariat explained, first, that there was good coordination and cooperation with other agencies and organizations concerned with these topics and a sensible division of labour based on their respective comparative advantages; second, that ECLAC was concentrating its efforts on the areas in which it had recognized strength and capacity; and lastly, that it was making an effort to weed out subjects or activities that were more properly handled by other agencies and for which ECLAC could not put together sufficient critical mass.

There was general agreement that the limited resources available should be concentrated on the activities with the highest priority, and hence the following was proposed:

a) Assign lowest priority to all the activities in subject area 7.3 (Instruments for environmental management and sustainable development and systems of environment-oriented spatial planning);

b) Reassign to subject areas 7.1 (Evaluation of the implementation of Agenda 21) and 7.2 (Policies for conservation of the biodiversity of the Latin America and the Caribbean countries), human resources previously allocated to other subject areas.

SUBPROGRAMME 8: POPULATION AND DEVELOPMENT

Subject area 8.1: Collaboration with the countries of the region in the implementation of the Latin American and Caribbean Regional Plan of Action on Population and Development

It was decided to assign "B" priority to the study on the specific implications of integration in terms of migratory movements (subparagraph c) iii)) and to compensate for that change by reducing the number of person/months allocated to another activity or other activities in order to maintain the same overall priority for the subprogramme.

SUBPROGRAMME 9: STATISTICS AND ECONOMIC PROJECTIONS

There was consensus that the activities included under this subprogramme represented one of the areas of excellence of ECLAC and were, moreover, being carried out in close collaboration with other international organizations concerned with the subject; it was noted that apart from those specifically mentioned, many other tasks were being carried out under the subprogramme with extrabudgetary resources.

In consequence, no changes were proposed in the priorities suggested by the secretariat for the different activities under the subprogramme.

SUBPROGRAMME 10: SUBREGIONAL ACTIVITIES IN MEXICO AND CENTRAL AMERICA

The delegations expressed their appreciation for the work the secretariat was doing under this subprogramme to support development in the subregion and promote linkages between it and the rest of Latin America and the Caribbean.

It was requested that special attention be paid under this subprogramme to the subject of integration of services in the Central American subregion, for which efforts should be made to obtain extrabudgetary resources.

No changes were proposed in the priorities suggested by the secretariat for the different activities under the subprogramme.

SUBPROGRAMME 11: SUBREGIONAL ACTIVITIES IN THE CARIBBEAN

Apart from overall considerations concerning to the subregion expressed during the general debate, the meeting arrived at some specific conclusions during its examination of this subprogramme. First, the Governments of the subregion required special help in improving the generation of quantitative information. Second, the subregional Governments also required greater technical assistance to help them resolve their development problems, for which the resources currently assigned to the secretariat of the Caribbean Development and Cooperation Committee (CDCC) appeared to be inadequate. Third, under all subprogrammes the secretariat should take into consideration and adequately interpret the particular situation of the Caribbean subregion.

Subject area 11.3: Development of production and technology

It was agreed that "B" priority should be given to the expert meeting to analyse various aspects of technology and its relation to the economic and social development of the Caribbean (paragraph b)).

It was also agreed that "C" priority should be assigned to the study evaluating the science and technology networks operating in the subregion and their effectiveness (subparagraph c) iv)).

It was proposed that "B" priority should be assigned to the document on recent trends and developments in the manufacturing sector of some Caribbean countries to be determined (subparagraph c) iv)).

No activities were identified which could be reduced in priority to compensate for these changes.

c) Summary

23. At the conclusion of the exercise, it was found that there was a slight imbalance, because the number of activities raised in priority exceeded those lowered in priority. The secretariat pointed out that the imbalance amounted to only about 1% and in order to preserve the integrity of the process it would undertake to adjust for the imbalance by changing the number of months of work assigned to the activities in question.

6. Conclusions of the meeting

a) Input from the Executive Secretary

24. In summing up the discussion that had taken place over the past three days, the Executive Secretary of ECLAC indicated that he believed he would be correctly interpreting the views of all the participants in outlining a set of general conclusions to be drawn from the present exercise. First, by its very existence, the working group had already amply demonstrated its usefulness as a forum in which the secretariat and the Governments of the member countries could undertake an in-depth examination of the programme of work. Never before had the ECLAC programme of work been debated in such detail, and that debate was evidence of a new approach in keeping with the main aims of the effort to reform the United Nations. Second, the difficulty of structuring a programme of work which fully reflected the desires and objectives of each of the member countries had been demonstrated yet again by the exercise undertaken in the course of the last few days. A number of the dilemmas posed by the design of a relevant programme of activities had been analysed at the most recent session of the Commission in San José during the discussion of the document entitled "Reform of the United Nations and its impact on ECLAC. Note by the secretariat". Those dilemmas had surfaced once again during the present meeting and included the following: finding the dividing line between a concentration on high-impact activities and the necessity of forming an institutional view regarding the wide spectrum of major development issues confronting the Latin American and Caribbean countries; maintaining a certain balance between the allocation of resources to each of the subprogrammes and the possibility of concentrating on a smaller number of subprogrammes; striking the balance often mentioned between analytical and operational activities; distributing activities between the Commission's headquarters in Santiago and its subregional headquarters; and linking funding drawn from budgetary resources with funding from extrabudgetary resources. The greatest dilemma of all, however, was posed by the extraordinarily heavy demand for services in relation to the paucity of resources available to the ECLAC Secretariat. Third, analysis of the subprogrammes and their component activities had obscured, to some extent, the overall view of the work programme. Most of the activities included in the eleven subprogrammes reinforced one another, and the secretariat was striving to increase interdivisional activities as a way of ensuring the internal consistency of the programme as a whole. This meeting was only the beginning of the process involved in adapting the Commission's outputs to the level of available resources.

25. In specific terms, a number of adjustments had been made in the priorities for the programme of work. While strong interest had been expressed in raising the priority rankings of numerous activities in the programme, in view of the Organization's present budgetary situation, particular care had been taken to counterbalance the increases in priority assigned to some activities by lowering the priorities assigned to others, although there were some cases in which this had not proved possible. The secretariat would identify programme elements that might be adjusted in order to achieve that balance. At all events, such cases represented modest amounts and would account for less than 3% of the number of person/months allocated to the execution of the entire programme of work. The table contained in the annex provided an overview of those adjustments.

26. Even more significant than the specific adjustments, however, was the institution of a new approach to the formulation of the programme of work, an approach that with time would no doubt be refined as similar exercises were undertaken as part of the effort to "modernize" —to use the term employed by the Chairman of the working group— the entire United Nations system. Part of this effort involved avoiding overlap and duplication, both within the United Nations system and between its various components and other intergovernmental organizations. This point had been commented upon many times by the working

group in connection with the potential for collaboration between ECLAC and other agencies in carrying out joint activities or in identifying their working "niches" based on the comparative advantages of each organization. The Executive Secretary agreed with the sentiments expressed by the representatives on this score and recalled that in addition to the formal mechanisms of coordination that already existed, the secretariat was following Cand would continue to followC a policy of self-monitoring to avoid serious duplication in its programme of work.

27. This led him, in conclusion, to ask what the next steps should be. The first step was obvious, since it was called for in resolution 553(XXVI): the revised programme of work, with priorities now assigned, together with the report of the meeting of the working group, should be presented to the substantive session of the Economic and Social Council for its consideration during the fifty-first regular session of the General Assembly. The next step would involve the future activities of the working group. In this regard, it was his opinion that the group had already demonstrated its usefulness and should meet again whenever circumstances made it advisable, at the request of the secretariat, the Chairman or one of the member States. This was a point on which the representatives would certainly wish to comment.

b) General debate

28. The debate which followed focused on the next steps to be taken to conclude the exercise commenced on this occasion. Some delegations Cnot the majorityC suggested that it would be helpful to hold a further meeting, before the programme of work, with priorities assigned, were submitted to United Nations bodies in New York. Others pointed out that their Governments might find it difficult to send representatives to another meeting. After considering various alternatives, the Chairman suggested a procedure that met with general agreement, which consisted of the following steps. First, the secretariat would send all the delegations a preliminary version of the complete report within a very few days and give them two weeks to convey their comments and observations. The secretariat would then prepare a revised version of the report reflecting as fully as possible the comments and observations it had received and would attempt to strike a balance between the person/months allocated to each subprogramme in order to maintain the desired proportion between the relative priorities assigned to the work programme. It would then send this revised version to the member Governments. After a further lapse of two weeks, unless it received new comments or observations, the Chairman and the secretariat would present the report of the meeting of the working group together with the programme of work with the agreed priorities to the permanent missions of the States Members of the United Nations in New York.

29. The working group did not have time to examine in depth the other matter raised by the Executive Secretary concerning future activities. Although the usefulness of holding regular meetings, perhaps annually, was generally acknowledged, consideration of the matter was postponed for further consultations.

c) Views of individual delegations

30. While all comments by representatives that represented the consensus of the meeting have been reflected in the final version of this report, some views were advanced by delegations on which there was no general agreement. Those positions are reported below:

31. Two delegations proposed including under subject area 2.2 activities relating to air transport, a topic of vital importance for the Caribbean countries and for the integration process within the region.

32. One delegation suggested that the non-recurrent publication mentioned in subparagraph c) ii) under subject area 1.7 should be downgraded from priority category "C" to "D". It also suggested upgrading the priority for the 6 person/months allocated to operational activities (paragraph c)) under subject area 1.7 from category "C" to "B" and to compensate for that change by downgrading the 6 person/months allocated to intermediate activities (paragraph d)) under the same subject area from "B" to "C". It further suggested standardizing under one priority category the four non-recurrent publications (subparagraph b) i)) under subject area 3.1.

33. One delegation requested that under subject area 4.4 ECLAC should engage in a collaborative programme with UNDP on information technology in the Caribbean and that "B" priority should be assigned to that activity.

34. One delegation suggested reducing the number of person/months allocated to the non-recurrent publications (subparagraph a) iii)) under subject area 4.5 and to intergovernmental meetings (subparagraphs a) i), ii) and iii)) under subject area 6.5. It also proposed downgrading the intermediate activities (subparagraph d)) under subject area 6.6 from priority category "B" to "C".

35. One delegation proposed eliminating altogether subject area 5.3 from the programme of work for the biennium 1998-1999.

36. One delegation suggested assigning "B" priority to the non-recurrent publication mentioned in subparagraph a) i) and the operational activities mentioned in subparagraph b) i) under subject area 7.3.

37. Two delegations proposed rationalizing the number of studies contemplated under subprogramme 11.

38. One delegation proposed reallocating resources from subprogramme 1 (Linkages with the global economy, competitiveness and production specialization) to subprogramme 11 (Subregional activities in the Caribbean), as follows:

- 2 person/months to be transferred from subject area 1.2, paragraph c), to subject area 11.3, paragraph c);

- 4 person/months to be transferred from subject area 1.7, paragraph c), to subject area 11.4, subparagraph c) i).

39. One delegation proposed that the services to be provided under subject area 11.3, paragraph e), and subject area 11.4, subparagraph e) i), should be implemented through the use of funds from the regular budget.

40. One delegation proposed assigning "B" priority to the study evaluating the possibilities for greater development of the industrial sector in some Caribbean countries (subject area 11.3, subparagraph c) ii)) and, to compensate for the change, assigning "C" priority to the study evaluating the efficacy of the projects on renewable sources of energy carried out in the Caribbean (subject area 11.3, subparagraph c) vii)).

41. Two delegations proposed that the working group should be transformed into a permanent body of the Commission.

42. Lastly, some delegations suggested that the final version of this document should be re-examined at a meeting of representatives from the permanent missions to the United Nations.

7. Closing

43. In closing, the Chairman praised the energetic spirit and the frank and cordial atmosphere that had prevailed throughout the course of the meeting and said that he believed he spoke for all those present in saying that the participants could return to their respective countries fully satisfied with the work they had accomplished.

44. After thanking all the representatives, the Executive Secretary noted the broad participation, the high level of the delegations and the responsible manner in which they had made their views known to the secretariat. He expressed special thanks to Mr. Melvin S<enz for his splendid chairmanship of the meeting and to the delegates for the dedication they had brought to their work. Finally, he applauded the highly constructive spirit that had characterized the entire meeting.

Annex

CHANGES SUGGESTED BY THE AD HOC WORKING GROUP IN THE ORDER OF PRIORITIES PROPOSED BY THE SECRETARIAT FOR EXECUTION OF THE PROGRAMME OF WORK OF THE ECLAC SYSTEM, 1998-1999

SUBPROGRAMMES / SUBJECT AREAS / ACTIVITIES	RELATIVE PRIORITY				Estimated Funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
SUBPROGRAMME 1: LINKAGES WITH THE GLOBAL ECONOMY, COMPETITIVENESS AND PRODUCTION SPECIALIZATION					
1.2 National trade policies and market integration					
a) Organization and substantive servicing of meetings of experts Expert meeting to consider the room for action open to the Governments of the region as regards their policies for improving linkages with the global economy.		**X**[1]		(x)[2]	5
b) Non-recurrent publications					
i) A study on the impact of multilateral, regional and hemispheric commitments on trade policies in the region.		**X**		(x)	11
1.5 Patterns of trade specialization					
a) Non-recurrent publications					
iii) A study on technological development and exports, based on a comparative analysis of various Asian and Latin American experiences.		(x)		**X**	14

---

[1] In what follows, **X** shall indicate the change in priority category suggested by the group as the outcome of its work.

[2] In what follows, **(x)** shall indicate the priority category originally proposed by the secretariat to the meeting of the working group.

SUBPROGRAMMES / SUBJECT AREAS / ACTIVITIES	RELATIVE PRIORITY				Estimated Funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
SUBPROGRAMME 2: INTEGRATION, OPEN REGIONALISM AND REGIONAL COOPERATION					
2.2 Intraregional investments: the internationalization of Latin American companies c) Operational activities Advisory services Provision of technical cooperation services, to countries of the region that request them, in connection with the experiences of small and medium-sized firms in regional and subregional integration schemes. (XB)		X	(x)		1

SUBPROGRAMMES / SUBJECT AREAS / ACTIVITIES	RELATIVE PRIORITY				Estimated Funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
SUBPROGRAMME 3: PRODUCTIVE, TECHNOLOGICAL AND ENTREPRENEURIAL DEVELOPMENT					
3.5 Factors determining the behaviour of key agents such as transnational corporations, national groups and small and medium-sized companies a) Non-recurrent publications ii) A study on the internationalization of Latin American companies through investment abroad, both inside and outside the region.		**X**		(x)	3
3.6 Urban and interurban transport c) Intermediate activities Support for the Conference of South American Ministers of Transport, Communications and Public Works and the permanent Secretariat of the General Treaty for Central American Economic Integration (SIECA) on matters connected with urban and interurban transport.		(x)	**X**		3

SUBPROGRAMMES / SUBJECT AREAS / ACTIVITIES	RELATIVE PRIORITY				Estimated Funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
SUBPROGRAMME 4: ECONOMIC AND INSTITUTIONAL REFORMS AND POLICIES					
4.2 Analysis of development strategies and economic and social policies in Latin America and the Caribbean					
b) Non-recurrent publications					
ii) A study on economic policies designed to help withstand external shocks, with emphasis on the analysis of fluctuations in capital flows in highly volatile situations and their impact on the domestic economy in such aspects as the exchange rate, saving and stability of the banking sector.		X	(x)		24
4.5 Analysis of the developed economies of the hemisphere and their incidence on the countries of Latin America and the Caribbean					
a) Non-periodic publications					
i) Two annual information notes on the United States and Canadian economies.			X		6
ii) Two annual information notes on the Canadian economy.		(x)	X		6

SUBPROGRAMMES / SUBJECT AREAS / ACTIVITIES	RELATIVE PRIORITY				Estimated Funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
SUBPROGRAMME 5: SOCIAL UNDERPINNING OF ECONOMIC DEVELOPMENT					
5.3 Effects of economic and social development policies on well-being and equity					
a) Organization and substantive servicing of meetings of experts Expert meeting on economic and social changes, critical obstacles in the human capital and labour markets, and their effects on well-being and equity.		X		(x)	6
b) Non-recurrent publications Two studies on the effects of economic and social development policies on well-being and equity, with emphasis on proposals for active instruments to make it possible to overcome critical obstacles in the main human capital and labour markets.		X		(x)	12

SUBPROGRAMMES / SUBJECT AREAS / ACTIVITIES	RELATIVE PRIORITY				Estimated Funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
SUBPROGRAMME 7: ENVIRONMENTAL AND LAND RESOURCE SUSTAINABILITY					
7.3 Instruments for environmental management and sustainable development and systems of environment-oriented spatial planning a) Non-recurrent publications ii) A study on environment-oriented spatial planning in the context of the process of regionalization and transfer of responsibilities to local authorities. special attention will be given to the incorporation of environmental concepts such as hydrographic basin management and environmental impact assessment in territorial planning.		(x)		**X**	10

SUBPROGRAMMES / SUBJECT AREAS / ACTIVITIES	RELATIVE PRIORITY				Estimated Funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
SUBPROGRAMME 8: POPULATION AND DEVELOPMENT					
8.1 Collaboration with the countries of the region in the implementation of the Latin American and Caribbean Regional Plan of Action on Population and Development					
c) Non-recurrent publications					
iii) A study on the specific implications of integration in terms of migratory movements.		X	(x)		3

SUBPROGRAMMES / SUBJECT AREAS / ACTIVITIES	RELATIVE PRIORITY				Estimated Funding (expressed in person/months)
	A	B	C	D	
	10%	**75%**	**10%**	**5%**	
SUBPROGRAMME 11: SUBREGIONAL ACTIVITIES IN THE CARIBBEAN					
11.3 Development of production and technology					
b) Organization and substantive servicing of meetings of exports					
Expert meeting to analyse various aspects of technology and its relation to the economic and social development of the Caribbean.		**X**	(x)		4
c) Non-recurrent publications					
iv) A study evaluating the science and technology networks operating in the subregion and their effectiveness.		(x)	**X**		4
v) A document on recent trends and developments in the manufacturing sector of some Caribbean countries to be determined.		**X**		(x)	4

REPORT OF THE MEETING OF THE AD HOC WORKING GROUP ESTABLISHED PURSUANT TO RESOLUTION 553(XXVI)

Annex

Proposed order of priorities for the execution of theProgramme of work of the ECLAC system, 1998-1999

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
SUBPROGRAMME 1: LINKAGES WITH THE GLOBAL ECONOMY, COMPETITIVENESS AND PRODUCTION SPECIALIZATION					
1.1 Globalization and changes in the international setting					
a) Organization and substantive servicing of meetings of exports Two expert meetings to consider the matters dealt with in the annual reports listed below (one in each year of the biennium).	x				10
b) Non-recurrent publications Two annual reports on: i) the recent evolution of the structure and main flows of international trade, external finance and foreign direct investment; ii) growth trends of the region's main export markets; iii) the process of development of dynamic linkages of the various Latin American and Caribbean countries and of the region as a whole with the global economy.	x				26
c) Operational activities Advisory services Provision of technical cooperation services, to countries of the region that request them, in connection with the evolution of the world economy and its impact on the region. (XB)[1]		x			2

---

[1] Execution subject to the availability of extrabudgetary resources.

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
1.2 National trade policies and market integration					
a) Organization and substantive servicing of meetings of experts Expert meeting to consider the room for action open to the Governments of the region as regards their policies for improving linkages with the global economy.				x	5
b) Non-recurrent publications i) A study on the impact of multilateral, regional and hemispheric commitments on trade policies in the region.				x	11
ii) A study on ways to match trade policies with conditions of competitiveness in the Latin American and Caribbean countries.		x			8
iii) An annual study on the barriers raised by the United States against Latin American and Caribbean exports.			x		6
c) Operational activities Advisory services Provision of technical cooperation services, to countries of the region that request them, in connection with trade policies and their links with policies to further changing production patterns.				x	2
1.3 Specific matters relating to changes in the structure of international competition					
a) Non-recurrent publications i) A study on the impact of international competition on the design of trade policies in the region.		x			8
ii) A study on new markets for the Latin American and Caribbean countries.		x			8

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
1.4 Linkages with the global economy, sustainable growth and social equity					
a) Organization and substantive servicing of meetings of experts Expert meeting to examine the systemic nature of production changes taking place in the trade specialization of Latin America and the Caribbean and their effects on strategies for changing production patterns with social equity in the region.			x		5
b) Non-recurrent publications A comparative study of experiences inside and outside the region with regard to the links between the export sector and the rest of the economy in the Latin American and Caribbean countries.		x			8
1.5 Patterns of trade specialization					
a) Non-recurrent publications					
i) Two studies on the dynamism and structure of the region's international trade, by homogeneous groups, products and main agents.		x			27
ii) A study on the promotion of non-traditional exports and exports of manufactures, services and products of technology-intensive sectors.		x			14
iii) A study on technological development and exports, based on a comparative analysis of various Asian and Latin American experiences.		x			14

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
1.6 International transport and competitiveness					
a) Organization and substantive servicing of meetings of experts A regional expert meeting to consider the sea transport situation of the region in relation to the globalization and vertical integration of services.		x			5
b) Recurrent publications FAL Bulletin, a bimonthly publication on the facilitation of trade and transport in Latin America and the Caribbean.		x			8
c) Non-recurrent publications					
i) A study on the adaptation of the region's sea transport services to its foreign trade needs.		x			8
ii) A study on the impact of the world economy on the system of sea transport conferences.			x		8
d) Intermediate activities Support for the Board of the Cartagena Agreement (JUNAC), the Central American Maritime Transport Commission (COCATRAM), the Common Market of the South (MERCOSUR), the Conference of South American Ministers of Transport, Communications and Public Works, the Latin American Integration Association (LAIA), and the Permanent Secretariat of the General Treaty on Central American Economic Integration (SIECA) on matters of international sea and multimodal transport.		x			6

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
1.7 Competitiveness of the mining sector of the countries of the region					
a) Organization and substantive servicing of meetings of experts Expert meeting to analyse changes in the competitiveness of the Latin American and Caribbean mining sector.			x		6
b) Non-recurrent publications A study on the competitiveness of the Latin American and Caribbean mining sector in the latter part of the 1990s. Special attention will be given to consideration of the changes which have taken place in the location of world mining production, and an effort will be made to identify new forms of contracts and association in mining investment and the quantitative and qualitative changes that will take place in the region's share in the world market.		x			10
c) Operational activities Advisory services Provision of technical cooperation services, to countries that request them, in connection with mining investments and the competitiveness of the mining sector.		x	x		12[2]
d) Intermediate activities Support for the Latin American Mining Organization (OLAMI) with regard to the development of the mining sector.		x			8

---

[2] These 12 person/months are divided equally between categories B and C.

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
1.8 International trade and the environment					
a) Organization and substantive servicing of meetings of experts Expert meeting to examine the links between international trade and the environment, especially the applicability and scope of considerations of environmental quality and competitiveness in the region's trade relations with the rest of the world and the implementation of appropriate policies.		x			6
b) Non-recurrent publications i) A study on considerations of environmental quality and competitiveness and their repercussions on the region's external trade. Special attention will be given to identification of the positive effects that an appropriate environmental policy can have on foreign trade, and the ecological barriers established by developed countries.		x			12
ii) A study on new business attitudes to reduce or eliminate the environmental impact of products or production processes, and their incidence on export promotion.		x			12
c) Operational activities Advisory services Provision of technical cooperation services, to countries that request them, in connection with the incorporation of environmental aspects in subregional and regional trade agreements and the coordination of environmental policies designed to comply with international agreements on trade. (XB)		x			4

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
SUBPROGRAMME 2: INTEGRATION, OPEN REGIONALISM AND REGIONAL COOPERATION					
2.1 Convergence of the integration process: economic, regulatory and institutional aspects					
a) Non-recurrent publications Two annual reports on the past evolution and future prospects of the integration process in Latin America and the Caribbean, each dealing with the following matters: i) evolution of intraregional trade and investment; ii) nature of trade: intra-industry trade; iii) the internationalization of Latin American and Caribbean companies; iv) convergence of the regional regulatory framework; and v) convergence of social regulation policies.		x			12
b) Operational activities Advisory services Provision of technical cooperation services, to countries of the region that request them, in connection with the evolution and future prospects of the regional integration process.		x			2
c) Intermediate activities Support for the hemispheric integration process. At the Summit of the Americas, held in Miami, U.S.A., in December 1994, the Heads of State and Government agreed, inter alia, to set up the "Free Trade Area of the Americas" by the year 2005, and the OAS, the IDB and ECLAC were requested to support Governments in their efforts to attain that objective. These three institutions have been working together to fulfil that mandate and will assuredly continue to do so during the two years covered by this Programme of Work.		x			6

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	**75%**	**10%**	**5%**	
2.2 Intraregional investments: the internationalization of Latin American companies					
a) Organization and substantive servicing of meetings of experts An expert meeting to compare open regionalism in Latin America and in Asia, especially as regards the behaviour of small and medium-sized firms.		x			4
b) Non-recurrent publications i) A study on Asian experiences of open regionalism: intraregional investment, associations between firms, and technological innovation.			x		6
ii) A study on the role of smaller firms in the regional and subregional integration schemes of Latin America and the Caribbean.		x			6
c) Operational activities Advisory services Provision of technical cooperation services, to countries of the region that request them, in connection with the experiences of small and medium-sized firms in regional and subregional integration schemes. (XB)			x		1
2.3 The social dimension of regional integration					
a) Non-recurrent publications A study on social aspects, benefits and costs of the integration process, with particular reference to employment and social security.		x			4
b) Advisory services Provision of technical cooperation services, to countries of the region that request them, in connection with the social dimension of regional integration.			x		1

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
2.4 Regional transport infrastructure and services					
a) Organization and substantive servicing of meetings of experts					
i) Regional expert meeting to consider options as regards institutional frameworks and market mechanisms which will make it possible to achieve and maintain a competitive balance between rail and road transport modes.		x			5
ii) An expert meeting on international transport intermediation in Latin America and the Caribbean and its linkages with global support services.		x			5
b) Non-recurrent publications					
i) A study on the consequences of the various forms of railway privatization and granting of track maintenance concessions in terms of inter-modal splits and the efficiency of the land transport sector in Latin America.	x				8
ii) An analysis of the possible effects of competition in expanded markets on the evolution of land transport services in terms of technology and business organization.		x			8
iii) A study on factors favouring competition in transport intermediation services markets.			x		8
c) Intermediate activities					
Support for the Latin American Integration Association (LAIA), the Latin American Railways Association (ALAF) and the Conference of South American Ministers of Transport, Communications and Public Works with regard to regional transport infrastructure and services.		x			12

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
SUBPROGRAMME 3: PRODUCTIVE, TECHNOLOGICAL AND ENTREPRENEURIAL DEVELOPMENT					
3.1 Analysis of production dynamics and design of competitiveness policies in Latin America and the Caribbean					
a) Organization and substantive servicing of meetings of experts					
i) Expert meeting to analyse changes in the industrial structure and international competitiveness of the region.		x			2
ii) Expert meeting to consider proposed industrial competitiveness policies.		x			2
iii) Expert meeting to analyse the results of the study on the competitive status of the countries of the region in the area of agricultural and agroindustrial products.		x			2
iv) Expert meeting to analyse the conclusions of the studies on the role of transnational corporations in the promotion of exports. (XB)		x			1
b) Non-recurrent publications					
i) Four analytical studies on changes in the industrial structure and international competitiveness of the region, with emphasis on proposals for competitiveness policies.	x (2)	x (1)	x (1)		32[3]
ii) A study on the competitive status of the countries of the region in the area of agricultural and agroindustrial products.		x			16
iii) Two case studies on transnational corporations, foreign investment and foreign trade, in countries or sectors yet to be determined. (XB)			x		4
iv) A document containing a summary analysis and conclusions on transnational corporations, foreign investment and foreign trade. (XB)		x			2
v) A comparative study of national strategies and policies with regard to foreign direct investment and its impact on the international competitiveness of the recipient economies. (XB)		x			2

---

[3] Eight person/months per study.

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	**75%**	**10%**	**5%**	
3.1 Analysis of production dynamics and design of competitiveness policies in Latin America and the Caribbean (cont.)					
c) Technical material Annual updating of two computer programs: CAN (Analysis of the competitiveness of countries) and PADI (Programme for the analysis of industrial dynamics).		x			8
d) Operational activities i) Advisory services Provision of technical cooperation services, to countries that request them, in connection with industrial restructuring and competitiveness policies. (XB)		x			2
ii) Group training - Cooperation with government bodies and academic institutions of countries of the region which so request for the organization of training courses or workshops on the use of the CAN and PADI computer programs. (XB)		x			2
- Cooperation with government bodies and academic institutions of countries of the region which so request in the holding of post-graduate courses on subjects related with industrial restructuring and international competitiveness. (XB)		x			2
e) Intermediate activities i) Formulation of a regional-scope project on the performance and incidence of small and medium-sized firms in industry and agriculture, and their effects on environmental sustainability.		x			2
ii) Formulation of a regional-scope project to analyse changes in industrial competitiveness policies and make alternative proposals in this respect.		x			2

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
3.2 Potential of natural resource-based production complexes					
a) Organization and substantive servicing of meetings of experts					
i) Expert meeting to analyse the impact of the expansion of natural resource-based production complexes on the development process and competitiveness of the region.		x			2
ii) Expert meeting to consider the design of policies to promote the development of rural production with linkages to medium-sized cities. (XB)		x			2
b) Non-recurrent publications					
i) Two studies on the potential of natural resource-based production complexes —such as supply and processing industries and services, or industries and services with linkages based on similar technological or management structures— with a view to identifying suitable policies for strengthening the production complexes being developed in the region.	x				30
ii) A study on the development of rural production with linkages to medium-sized cities.		x			8

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	**75%**	**10%**	**5%**	
3.2 Potential of natural resource-based production complexes					
(cont.)					
c) Operational activities					
i) Advisory services Provision of technical cooperation services, to countries that request them, in connection with industrial development based on the processing of natural resources. (XB)		x			2
ii) Group training Cooperation with government bodies and academic institutions of countries of the region that so request, for the holding of post-graduate courses on subjects related to the above. (XB)		x			2
d) Intermediate activities					
i) Five case studies on the development of rural production with linkages to medium-sized cities, in spatial areas yet to be determined. (XB)		x (3)	x (2)		10[4]
ii) Formulation of a regional-scope project on development based on the industrial processing of natural resources.		x			3

---

[4] Two person/months per study.

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
3.3 **Analysis of changes in factor markets in the region and their relation with macro-, meso- and microeconomic aspects, population dynamics, and technological development**					
a) Organization and substantive servicing of meetings of experts Expert meeting to consider the reasons for changes in factor markets in the region and to make suggestions for the formulation of policies in this respect.		x			2
b) Recurrent publications Inversión extranjera en América Latina y el Caribe: annual publication (one issue in each year of the biennium).		x			8
c) Non-recurrent publications i) A study on the factor markets of the region, with emphasis on the identification and analysis of the reasons for the changes observed in these markets. Special attention will be devoted to the relations with macro-, meso- and microeconomic aspects, population dynamics, and technological development.		x			24
ii) Two documents updating information on the legal framework for foreign investment in Latin America and the Caribbean and statistical data on such investment (one document in each year of the biennium).		x			2
iii) Two reports on transnational corporations and foreign investment, in areas yet to be determined.				x	8
d) Technical material Development and updating of the data base on foreign investment in Latin America and the Caribbean, which covers both the legal framework and statistical data.		x			3

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
3.4 Technological innovation systems in the region and their adaptation to the requirements of competitiveness and international linkages					
a) Organization and substantive servicing of meetings of experts Expert meeting to analyse the studies on technological innovation systems to meet the requirements of the competitiveness and international linkages of the region.		x			2
b) Non-recurrent publications i) Two case studies on transnational corporations and their impact on technological modernization and improvement of the international competitiveness of the economies of the region.		x			4
ii) Two studies on technological innovation and technology transfer systems, one dealing with the industrial sector and the other with agriculture.		x			14
c) Intermediate activities Five case studies on technological innovation systems to meet the requirements of selected countries of the region in terms of competitiveness and international linkages.		x			15

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
3.5 Factors determining the behaviour of key agents such as transnational corporations, national groups and small and medium-sized companies					
a) Non-recurrent publications					
i) A study on the impact of changes in the strategies of transnational corporations on the economies of the region.		x			5
ii) A study on the internationalization of Latin American companies through investment abroad, both inside and outside the region.				x	3
iii) A study on the dynamics of small and medium-sized companies in the region.		x			8
iv) A study on new conditioning factors (both external and internal) and policy criteria for maximizing the contribution of transnational corporations to the development of their host economies.		x			1
b) Operational activities					
Advisory services Provision of technical cooperation services, to countries that request them, in connection with policy options for maximizing the contribution of transnational corporations to development.		x			1

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	**75%**	**10%**	**5%**	
3.6 Urban and interurban transport					
a) Organization and substantive servicing of meetings of experts An expert meeting to analyse the transport policies applied and the solutions found for urban congestion in the major urban areas of the region.		x			5
b) Non-recurrent publications i) A study evaluating the impact of the growth of cargo and passenger flows on the development of the urban centres in question.		x			8
ii) A comparative evaluation of the options for improving urban transport in the region by investments in extra physical capacity or measures to change the spatial, modal or temporal breakdown of demand. (XB)		x			3
c) Intermediate activities Support for the Conference of South American Ministers of Transport, Communications and Public Works and the Permanent Secretariat of the General Treaty for Central American Economic Integration (SIECA) on matters connected with urban and interurban transport.		x			3

<table>
<tr><th rowspan="3">SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES</th><th colspan="4">RELATIVE PRIORITY</th><th rowspan="3">Estimated funding (expressed in person/months)</th></tr>
<tr><th>A</th><th>B</th><th>C</th><th>D</th></tr>
<tr><th>10%</th><th>75%</th><th>10%</th><th>5%</th></tr>
<tr><td>SUBPROGRAMME 4: ECONOMIC AND INSTITUTIONAL REFORMS AND POLICIES</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>4.1 Overall and sectoral analysis of the performance of the Latin American and Caribbean economies</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td><u>Recurrent publications</u></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>a) <u>Economic Survey of Latin America and the Caribbean, 1997-1998</u></td><td></td><td>x</td><td></td><td></td><td>36</td></tr>
<tr><td>b) <u>Economic Survey of Latin America and the Caribbean, 1998-1999</u>
This publication is prepared annually and basically comprises two parts. Part One is devoted to a global overview of the recent evolution of Latin America and the Caribbean and analyses the changes that have taken place in the region in the context of the international economy, as well as economic policy, structural problems affecting the various types of economies, evolution of the level of activity, total supply and demand, performance in terms of investment, saving and consumption, inflation, employment and wages, and the external sector. Part Two contains reports on individual countries of the region, for each of which a systematic analysis of its economic evolution is presented. The publication is accompanied by a set of statistical tables, distributed in the form of diskettes, providing information on growth, employment, foreign trade, the balance of payments, external indebtedness, prices, wages, and monetary and fiscal accounts. Each April, a brief preliminary report is prepared on the economic evolution of the region during the previous year (primarily for submission to the Economic and Social Council), which serves as a preview of the <u>Economic Survey of Latin America and the Caribbean</u>.</td><td></td><td>x</td><td></td><td></td><td>36
20[5]</td></tr>
</table>

---

[5] Resources of ECLAC offices in major countries of the region; these offices do research and provide advisory services in these areas and generate extrabudgetary resources contributed by interested Governments.

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	**75%**	**10%**	**5%**	
4.1 Overall and sectoral analysis of the performance of the Latin American and Caribbean economies					
(cont.)					
c) Economic Panorama of Latin America, 1998			x		12 1[5]
d) Economic Panorama of Latin America, 1999 This report, which is published in September of each year, contains a brief but systematic analysis of the region's economic performance and current policies, as well as a set of key statistical tables on trends during the first half of the year in economic growth, unemployment, the external sector, inflation, wages and salaries, and other significant economic variables in the nine or ten largest economies of the region.			x		12 1[5]
e) Preliminary Overview of the Economy of Latin America and the Caribbean, 1998	x				12 1[5]
f) Preliminary Overview of the Economy of Latin America and the Caribbean, 1999 The Preliminary Overview, which is published at the end of each year, describes and assesses the region's economic performance during the year. It presents the latest detailed information on the comparative evolution of the macroeconomic variables of the region as a whole and of most of the countries in it. This publication is presented at an annual press conference held by the Executive Secretary of ECLAC at the end of December.	x				12 1[5]

---

[5] Resources of ECLAC offices in major countries of the region; these offices do research and provide advisory services in these areas and generate extrabudgetary resources contributed by interested Governments.

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
4.2 Analysis of development strategies and economic and social policies in Latin America and the Caribbean					
a) Organization and substantive servicing of meetings of experts					
i) Expert meeting to analyse the conclusions of the document on economic reforms and their incidence on strategies for changing production patterns with social equity.		x			6
ii) Expert meeting to analyse the conclusions of the document on productivity trends in the economies of the region and their effects on the macroeconomic variables.		x			6
b) Non-recurrent publications					
i) A study on economic reforms and their incidence on strategies for changing production patterns with social equity. Special attention will be given to analysis of privatization processes and their effects on global and sectoral investment, as well as the nature and functioning of new institutions set up to regulate privatized enterprises in sectors which are natural monopolies.		x			24
ii) A study on economic policies designed to help withstand external shocks, with emphasis on the analysis of fluctuations in capital flows in highly volatile situations and their impact on the domestic economy in such aspects as the exchange rate, saving, and stability of the banking sector.			x		24
iii) A study on productivity trends in the economies of the region and their effects on the macroeconomic variables, especially economic growth, employment and the balance of payments. Special attention will be given to policies designed to raise productivity through the creation of highly skilled, high-income jobs.		x			24
iv) A study on social expenditure and its capacity to increase equity in Latin American societies without upsetting macroeconomic stability. Special emphasis will be placed on the analysis of expenditure on education and health and its impact on the fiscal accounts, income distribution and the reduction of poverty.		x			24

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
4.2 Analysis of development strategies and economic and social policies in Latin America and the Caribbean					
(cont.)					
c) Technical material Organization, development and maintenance of a data bank on various aspects connected with economic development.		x			12 6[5]
d) Operational activities Advisory services i) Provision of technical cooperation services, to countries of the region that request them, in connection with the identification of policies to promote investment and productivity, deal with problems of financial flows, increase equity through social policies, and design suitable institutions for facilitating these aims. (XB)		x			24 96[5]
ii) It is expected that in the course of the biennium two lines of work will continue to be developed in critical areas of economic policy: the first, on improved implementation of fiscal policies (revenues, expenditure, tax administration and institutional aspects); the second, on decentralization of public finances. Both lines of work are consistent with support for a second phase of economic reforms. (XB)		x			24 42[5]

---

[5] Resources of ECLAC offices in major countries of the region; these offices do research and provide advisory services in these areas and generate extrabudgetary resources contributed by interested Governments.

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
4.3 Saving, investment and financing					
a) Non-recurrent publications					
i) A document analysing and evaluating economic policies designed to promote national saving.		x			10
ii) A study on national experiences in attracting funds and their intermediation in financing investment, with special reference to banks and investment funds.		x			8
iii) A study on innovative national experiences in financing policies to deal with basic social needs in a specific area yet to be determined: either health financing systems or systems for financing low-cost housing. (XB)		x			8
b) Operational activities Advisory services Provision of technical cooperation services, to countries of the region that request them, in connection with policies designed to increase national saving and promote the development of banks and investment funds, and in aspects connected with financing health and housing policies. (XB)		x			2

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	**75%**	**10%**	**5%**	
4.4 Information management for development					
a) Non-recurrent publications					
i) A document on trends in information and communications technologies and industries and their impact on development (this document is planned to be made available in electronic format also).	x				8
ii) A document on the situation and trends in the formulation and application of public policies connected with development of the information sector.				x	4
iii) A study on the interrelations between information management, public management and reform of the State.		x			6
b) Operational activities					
i) Advisory activities Provision of technical cooperation services, to countries of the region or regional cooperation and integration bodies that request them, in connection with information management and modernization of the organization of public management in the sphere of information. (XB)		x			4
ii) Group training		x	x		5^6
- Three national seminars on information management.		(2)			
- Two intensive training workshops on specialized aspects and techniques of information management. (XB)		x			3

---

[6] Three person/months for category B and two for category C.

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
4.4 Information management for development					
(cont.)					
c) Intermediate activities					
i) Support for the inter-divisional preparation of information/technological outputs of high added value disseminated through the latest information media (CD-ROM disks, data bases and INTERNET pages) under the auspices of the Information Management Committee.		x			8
ii) Monitoring of the regional and international situation as regards information management; provision of guidance and information services on current policies, upcoming issues and innovative experiences in the area of information systems (including intensive use of INTERNET).		x			10
4.5 Analysis of the developed economies of the hemisphere and their incidence on the countries of Latin America and the Caribbean					
a) Non-recurrent publications					
i) Two annual information notes on the United States economy (English only).			x		6
ii) Two annual information notes on the Canadian economy (English only).		x			6
iii) Two annual information notes on the Puerto Rican economy.		x			6
b) Information material and services					
CEPAL News (24 issues): monthly publication in English by the ECLAC Office in Washington, D.C.	x				6
c) Intermediate activities					
i) Distribution of ECLAC documents through the ECLAC Office in Washington, D.C.	x				6
ii) Collection, analysis and transmission of information from the ECLAC Washington Office to ECLAC headquarters, subregional headquarters and local offices.	x				6

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	**75%**	**10%**	**5%**	
SUBPROGRAMME 5: SOCIAL UNDERPINNING OF ECONOMIC DEVELOPMENT					
5.1 Formulation, management and evaluation of social policies, programmes and projects					
a) Substantive servicing of intergovernmental meetings Meeting of government authorities to analyse the successes and limitations of social policy reforms.			x		10
b) Organization and substantive servicing of meetings of experts Expert meeting to analyse the successes and limitations of social policy reforms.		x			5
c) Non-recurrent publications i) Four comparative studies of policy reforms, especially in the education and health sectors, with emphasis on analysis of aspects relating to increases in coverage and equity, improvements in quality, and decentralization. These studies will be published in the Políticas sociales series.		x			30
ii) Two studies on changes in the public-private mix and the generation of quasi-market mechanisms in the provision of social services.		x			12
iii) Two studies on the effects of sectoral reforms on the productivity of national human capital in selected countries of the region.		x			12
iv) Two comparative studies of management reforms in the provision of social services.		x			12

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
5.1 Formulation, management and evaluation of social policies, programmes and projects					
(cont.)					
d) Operational activities					
i) Advisory services Provision of technical cooperation services, to member countries that request them, in connection with the evaluation of social policies, programmes and projects. (XB)		x			3
ii) Group training - Organization of two regional courses on the evaluation of social policies, programmes and projects, for a selected group of government technicians and university professors working in the area of social projects. (XB)		x			6
- Organization of national training courses on methods for the formulation and evaluation of social programmes and projects, for government technical staff (it is planned to hold four courses during the biennium). (XB)		x			12

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
5.2 Diagnostic studies of the social situation of the population as a whole and of specific groups, with emphasis on poverty					
a) Recurrent publications					
i) Social Panorama of Latin America, 1998	x				30
ii) Social Panorama of Latin America, 1999	x				30
This publication is prepared annually as a joint project of the Social Development Division and the Statistics and Economic Projections Division. Its emphasis is on current aspects, but it also takes a medium-term view, its main subject areas being employment, income distribution, poverty and social expenditure, together with measurements of inequality between economic and social strata, between the sexes, and between rural and urban areas of residence, both in terms of living conditions and opportunities of social mobility. It also includes a social agenda in which the issues of a social nature of greatest importance in the public and political debates of the various countries of the region are analysed in order to identify the different priority issues and the attitudes taken to them. Each issue of the Social Panorama also deals in greater depth with a selected central topic. During the biennium, an effort will be made to gradually increase the number of countries dealt with, to update the information with the most recent available figures, and to cover the most outstanding aspects of social development, especially those relating to social policies (education, health, social security and housing) and trends in social stratification. Increasing efforts will be made to expand the range of basic information sources. With regard to the sources of statistical information, the processing of household surveys will be updated and given greater continuity, and efforts will be made to incorporate other types of information available in the region, mainly through the reprocessing of administrative records.					

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
5.2 Diagnostic studies of the social situation of the population as a whole and of specific groups, with emphasis on poverty (cont.)					
b) Operational activities Advisory services Provision of technical cooperation services, to member countries that request them, in connection with methods for the collection and analysis of statistical information for the preparation or updating of social diagnostic studies. (XB)	x				3
5.3 Effects of economic and social development policies on well-being and equity					
a) Organization and substantive servicing of meetings of experts Expert meeting on economic and social changes, critical obstacles in the human capital and labour markets, and their effects on well-being and equity.				x	6
b) Non-recurrent publications Two studies on the effects of economic and social development policies on well-being and equity, with emphasis on proposals for active instruments to make it possible to overcome critical obstacles in the main human capital and labour markets.				x	12

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
5.4 Analysis of the effects associated with the cultivation, trafficking and consumption of drugs, and integrated strategies for combatting them					
a) Substantive servicing of intergovernmental meetings Meeting of government authorities to decide on integrated and intersectoral strategies to deal with the drug problem.			x		10
b) Organization and substantive servicing of meetings of experts Expert meeting to analyse and typify the social, economic and institutional contexts and impacts of the cultivation, trafficking and consumption of drugs.			x		5
c) Non-recurrent publications Three studies on the social, economic and institutional effects associated with the cultivation, trafficking and consumption of drugs. Special attention will be paid to the characterization of these effects in the light of such dimensions as violence, disintegration of the family, erosion of governance and macroeconomic incidence, and various programmes which are being applied in the countries of the region will be evaluated in order to put forward proposals for integrated and intersectoral strategies for dealing with these problems.		x			18

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
5.5 Integration of women into Latin American and Caribbean development					
a) Substantive servicing of intergovernmental meetings Meetings of the Presiding Officers of the Regional Conference on the Integration of Women into the Economic and Social Development of Latin America and the Caribbean (two meetings are scheduled during the biennium).	x				4
b) Organization and substantive servicing of meetings of experts Expert meetings to consider priority issues arising from the Regional Programme of Action for the Women of Latin America and the Caribbean (two meetings are scheduled during the biennium).		x			4
c) Substantive servicing of inter-agency meetings Inter-agency meetings with United Nations bodies and specialized agencies (two meetings are scheduled during the biennium).		x			2
d) Non-recurrent publications					
i) Reports of activities by the Secretariat and substantive documentation for the meetings of the Presiding Officers.	x				10
ii) Four issues in the series Mujer y desarrollo, dealing with issues arising from the expert meetings.		x			8

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
5.5 Integration of women into Latin American and Caribbean development					
(cont.)					
e) Operational activities					
i) Advisory services Provision of technical cooperation services, to countries of the region that request them, in connection with the design of policies and the creation and strengthening of institutions relating to the integration of women in development.		x			5
ii) Group training Provision of support, at the request of the countries concerned, for training activities on gender-related issues and development carried out by government bodies, non-governmental organizations, universities and academic centres.		x			5
f) Intermediate activities					
i) Documentation and reports of the meetings of the Presiding Officers.	x				2
ii) Reports for presentation at inter-agency meetings of the United Nations system.		x			1
iii) Studies on specific matters which serve to strengthen the links between women's issues and the work of the ECLAC system.			x		7

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
SUBPROGRAMME 6: STRATEGIC ADMINISTRATION AND STATE REFORM					
6.1 Public sector programming					
a) Non-recurrent publications					
i) A study on the follow-up and organization of the economic reforms under way in the countries of the region.		x			1
ii) A review of methods for evaluating budget policy.			x		4
iii) A study on the institutional framework and organizational arrangements for the regulation of public services.		x			1
b) Information material and services Brochures on the International Course on Economic Reforms and Strategic Public Management (one issue in each year of the biennium).		x			1
c) Operational activities					
i) Advisory services Provision of technical cooperation services, to countries of the region that request them, on matters connected with public sector programming. (XB)		x			2
ii) Group training International Courses on Economic Reforms and Strategic Public Management, each for approximately 35 middle- and upper-level government officials of the economic area and participants from universities of the countries of the region (one course in each year of the biennium). (XB)		x			7
d) Intermediate activities Promotion of courses, selection of participants, design of curricula, organization and preparation of teaching material, design of workshops and seminars, and direction and coordination of the courses. (XB)		x			...

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	**75%**	**10%**	**5%**	
6.2 Decentralization and development					
a) Technical meetings Two technical seminars in preparation for training activities on decentralization and development (one in each year of the biennium).		x			2
b) Non-recurrent publications					
i) Two studies on local economic development.		x			2
ii) Two documents on development, strategic consensus-building and generation of employment.		x			4
iii) Two studies on decentralization and citizen participation.		x			2
c) Operational activities					
i) Advisory services Provision of technical cooperation services, to countries that request them, in connection with decentralization, promotion of local production and economic development, and strategic consensus-building for the generation of productive employment. (XB)		x			2
ii) Group training - Two international courses on decentralization, economic development and strategic consensus-building (one in each year of the biennium). (XB)		x			4
- A seminar on decentralization and citizen participation in Chile. (XB)				x	3

<table>
<tr><th rowspan="3">SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES</th><th colspan="4">RELATIVE PRIORITY</th><th rowspan="3">Estimated funding (expressed in person/months)</th></tr>
<tr><th>A</th><th>B</th><th>C</th><th>D</th></tr>
<tr><th>10%</th><th>75%</th><th>10%</th><th>5%</th></tr>
<tr><td>6.3 Regional policies and planning</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>a) <u>Technical meetings</u></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>i) A technical meeting on local development experiences in Latin America and Spain.</td><td></td><td>x</td><td></td><td></td><td>1</td></tr>
<tr><td>ii) A technical meeting on culture, social actors and regional development.</td><td></td><td>x</td><td></td><td></td><td>1</td></tr>
<tr><td>b) <u>Non-recurrent publications</u></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>i) A study on the engineering of territorial planning.</td><td></td><td>x</td><td></td><td></td><td>1</td></tr>
<tr><td>ii) A comparative study on the results of regional development strategies in a country of the region.</td><td></td><td></td><td>x</td><td></td><td>4</td></tr>
<tr><td>iii) A study on the present state of decentralization processes in Latin America and the Caribbean.</td><td></td><td>x</td><td></td><td></td><td>3</td></tr>
<tr><td>c) <u>Operational activities</u></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>i) <u>Advisory services</u>
Provision of technical cooperation services, to countries of the region that request them, in connection with regional development management. (XB)</td><td></td><td>x</td><td></td><td></td><td>4</td></tr>
<tr><td>ii) <u>Group training</u>
Two five-week international courses, entitled <u>Integrated Laboratory on the Design of Regional Strategies</u> (LIDER), for approximately 30 participants per course (one course to be given in each year of the biennium). (XB)</td><td></td><td>x</td><td></td><td></td><td>12</td></tr>
</table>

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
6.4 Investment projects and programming					
a) Technical meetings					
i) A technical meeting on information systems for local management.		x			1
ii) A technical meeting on harmonizing public and private investments.		x			1
b) Non-recurrent publications					
i) A study on the identification, preparation and evaluation of social programmes at the local level.		x			2
ii) A document on new approaches in investment programming.		x			2
iii) A study on the identification, preparation and evaluation of tourism projects.				x	3
iv) A study on household solid waste projects which incorporate evaluation of the environmental impact.			x		4
c) Operational activities					
i) Advisory services Provision of technical cooperation services, to countries of the region that request them, in connection with investment programming and methods for the preparation and evaluation of projects and programmes. (XB)		x			24
ii) Group training Two international courses on the identification, preparation and evaluation of investment projects at the local level. (XB)		x			10

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
6.5 Cooperation among planning bodies of Latin America and the Caribbean					
a) Intergovernmental meetings Organization and substantive and technical servicing of meetings of national planning bodies: i) tenth Conference of Ministers and Heads of Planning of Latin America and the Caribbean; ii) eleventh meeting of the Regional Council for Planning, and iii) twentieth meeting of the Presiding Officers of the Regional Council for Planning. (XB)	x				8
b) Non-recurrent publications Four issues of the Boletín del Instituto (two in each year of the biennium). (XB)	x (1)	x (3)			4[7]

---

[7] One person/month per publication.

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
6.6 Changes in the management of mining resources and reform of the energy sector in Latin America and the Caribbean					
a) Organization and substantive servicing of meetings of experts Expert meeting to analyse changes in the management of mining resources in the countries of Latin America and the Caribbean.		x			6
b) Non-recurrent publications					
i) A study on changes in the management of mining resources in the region, with emphasis on analysis of the new role of the State and of national and foreign private investment.		x			8
ii) A study on the regulation of the energy markets of the region in the later 1990s, centred on analysis of the changes in the organizations and institutional structure of those markets. Special attention will be paid to the new regulatory frameworks for electricity and hydrocarbons, the role assumed by government bodies dealing with the energy sector, and changes in the entrepreneurial structure of the sector.		x			10
c) Operational activities Advisory services Provision of technical cooperation services, to countries that request them, in connection with the management of mining resources. (XB)		x			13
d) Intermediate activities Support for the Latin American Mining Organization (OLAMI) regarding the management of mining resources, and to the Latin American Energy Organization (OLADE), regarding the management and regulation of the energy sector.		x			6

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
6.7 Institutional aspects of development in Latin America and the Caribbean					
a) Technical meetings A technical meeting on experiences relating to institutional aspects of development policies. (XB)		x			-[8]
b) Non-recurrent publications A study on the analysis of institutional aspects of development and the consolidation of institutional influences on changing production patterns with social equity in the region. (XB)		x			-[8]
c) Technical material Technical documents on national and sectoral experiences as input for the analysis of institutional aspects of development and the institutional influences on changing production patterns with social equity in the region. (XB)		x			-[8]
d) Operational activities Advisory services Provision of technical cooperation services, to countries that request them, on institutional aspects of development in the region. (XB)		x			-[8]

---

[8] Using extrabudgetary resources only.

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
SUBPROGRAMME 7: ENVIRONMENTAL AND LAND RESOURCE SUSTAINABILITY					
7.1 Evaluation of the implementation of Agenda 21					
a) Non-recurrent publications A study on policies for environmental sustainability in production sectors and evaluation of the implementation of Agenda 21.		x			10
b) Operational activities					
i) Advisory services Provision of technical cooperation services, to countries that request them, in connection with technologies relating to sustainable development, especially environmentally appropriate waste handling, and the dissemination of advances made in this field. (XB)		x			4
ii) Group training Organization of two regional courses, for public officials and persons responsible for environmental aspects in the production sector, on the application of principles and strategies for environmentally appropriate waste handling, including the treatment of dangerous wastes. (XB)		x			4
7.2 Policies for conservation of the biodiversity of the Latin American and Caribbean countries					
a) Organization and substantive servicing of meetings of experts Expert meeting to examine the economic effects on the countries of the region of the negotiations on the regulation, management and conservation of biodiversity.	x				6
b) Non-recurrent publications Two studies on policies for conservation of the biodiversity of the region, with special emphasis on environmental management instruments.		x	x		24[9]

---

[9] These 24 person/months are divided equally between categories B and C.

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
7.3 **Instruments for environmental management and sustainable development and systems of environment-oriented spatial planning**					
a) Non-recurrent publications					
i) An analytical study, with proposals, on the development of systems for assessment of the environmental impact of projects, plans and programmes.				x	10
ii) A study on environment-oriented spatial planning in the context of the process of regionalization and transfer of responsibilities to local authorities. Special attention will be given to the incorporation of environmental concepts such as hydrographic basin management and environmental impact assessment in territorial planning.		x			10
b) Operational activities					
i) Advisory services Provision of technical cooperation services, to countries that request them, in connection with systems of environmental impact assessment and environment-oriented territorial planning policies. (XB)				x	4
ii) Group training Two courses for officials of public bodies and private business organizations on systems, regulations and efficient use of environmental impact assessment. (XB)				x	4

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
7.4 Energy and sustainable development in Latin America and the Caribbean					
a) Organization and substantive servicing of meetings of experts Expert meeting to analyse the challenges posed by sustainability of the energy sector in the region. (XB)		x			2
b) Non-recurrent publications i) A study on the efficient use of energy in the Latin American and Caribbean countries. Special attention will be given to policies designed to rationalize energy use, in order to stimulate energy saving and increase the competitiveness of energy-intensive activities, and to the contents and instruments of international agreements relating to the sustainable development of this sector.		x			10
ii) A study on the formulation of energy policies for development which pursue the aims of social equity and environmental sustainability in the countries of the region, with emphasis on the development of new and renewable energy sources. (XB)		x			4
iii) A document on energy integration in Latin America and the Caribbean, related to a case study on a geographical area yet to be determined.		x			10
c) Intermediate activities Support to the Latin American Energy Organization (OLADE) in the field of energy integration.		x			4
d) Operational activities Advisory services Provision of technical cooperation services, to countries that request them, in connection with the efficient use and environmentally sustainable development of energy. (XB)		x			4

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
7.5 Environmentally sustainable development of water resources					
a) Organization and substantive servicing of meetings of experts Expert meeting to analyse and evaluate the processes of change in water legislation in Latin America and the Caribbean.	x				6
b) Non-recurrent publications i) A study on the evolution of water legislation and experience in that respect in the region. Special attention will be given to systems and markets of water rights, financial costs and charges, user participation and organization of water rights administration at different levels, and environmental and water quality aspects. (XB)			x		4
ii) A study on policies for the management of water resources in hydrographic basins which include large urban concentrations, with emphasis on analysis of the way bodies responsible for multiple water use management operate and proposed guidelines for public policies to ensure sustainable development.		x			15
iii) A study on the application of economic instruments in water quality management.	x				16
iv) A study on the progress made in implementation of the agreements contained in Chapter 18 of Agenda 21.		x			12
c) Information material and services i) Newsletter of the Network for Cooperation in Integrated Water Resources Management for Sustainable Development in Latin America and the Caribbean (four issues are scheduled during the biennium).		x	x		8[10]
ii) Newsletter on watercourses and lakes shared between countries (one issue in each year of the biennium). (XB)		x			4

---

[10] These 8 person/months are divided equally between categories B and C.

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
7.5 Environmentally sustainable development of water resources					
(cont.)					
d) Operational activities Advisory services Provision of technical cooperation services, to countries that request them, in connection with legislation, organization of relevant bodies and regulation of public services relating to water resources. (XB)		x			10
7.6 Technical support for the negotiation and application of international and regional legal instruments concerning the environment and natural resources					
a) Non-recurrent publications					
i) A study on the application of Agenda 21 and international environmental agreements to representative coastal and marine ecosystems of Latin America and the Caribbean. An analysis will be made of the suitability of various chapters of Agenda 21 and of instruments such as the United Nations Convention on the Law of the Sea, the Convention on Biological Diversity, the United Nations Framework Convention on Climate Change and other international agreements for supporting the efforts of the countries of the region to apply sustainable development strategies for coastal and marine areas.	x				10
ii) A study on the role of regional cooperation in minimizing the generation of dangerous wastes. An analysis will be made of the potential of the Latin American network of regional and subregional training and technology transfer centres provided for in the Basel Convention for supporting the adoption by the countries of the region of forms of sustainable production and consumption which will make it possible to reduce the generation of dangerous wastes.		x			10

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
7.6 Technical support for the negotiation and application of international and regional legal instruments concerning the environment and natural resources (cont.) iii) A study on the effectiveness of the Deep Sea Fisheries Agreement for protecting the fishery interests of Latin America and the Caribbean. An assessment will be made of the effectiveness of the Convention on the implementation of the provisions of the United Nations Convention on Straddling Fish Stocks and Highly Migratory Fish Stocks, signed in 1995, in the light of the economic and environmental components of the fishery assessment models developed during the previous biennium.	x				10
b) Operational activities Advisory activities Provision of technical cooperation services, to countries that request them, in connection with the application of chapters 9, 15, 16, 17, 20 and 39 of Agenda 21 and the related legal instruments and with regard to technical aspects of the establishment of the mining regime for the international seabed area. (XB)		x			6
c) Intermediate activities Technical support for meetings of government experts to analyse the draft regional agreement on the Basel Convention.		x			8

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
7.7 Structure, dynamics and sustainability of human settlements in Latin America and the Caribbean					
a) Substantive servicing of intergovernmental meetings Regional Meeting of Ministers and High-level Authorities of the Housing and Urban Development Sector in Latin America and the Caribbean (held every two years).		x			6
b) Non-recurrent publications i) A study on the situation, characteristics and functions of the urban and rural human settlements of the region and their future trends and prospects.		x			10
ii) A study on the structure of the system of human settlements in the region, with emphasis on analysis of housing stocks and the quantitative and qualitative deficit in urban and housing infrastructure. (XB)			x		6
iii) A comparative study of the institutional and operational systems for the formulation and implementation of human settlements policies in the countries of the region.		x			10
c) Operational activities Advisory services Provision of technical cooperation services, to countries that request them, in connection with human settlements management, with particular attention to the design, application and follow-up of the relevant policies. (XB)			x		4
d) Intermediate activities Support activities and preparation of documents for the Regional Meeting of Ministers and High-level Authorities of the Housing and Urban Development Sector in Latin America and the Caribbean.		x			6

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
SUBPROGRAMME 8: POPULATION AND DEVELOPMENT					
8.1 Collaboration with countries of the region in the implementation of the Latin American and Caribbean Regional Plan of Action on Population and Development					
a) Servicing of intergovernmental meetings					
i) Substantive servicing of the ECLAC Sessional Ad Hoc Committee on Population and Development, including the preparation of technical documents for the annual follow-up of the Regional Plan of Action on Population and Development.	x				8
ii) Participation in, and execution of relevant preparations for, ad hoc working groups on matters connected with the follow-up of the Regional Plan of Action.	x				8
b) Recurrent publications					
Annual publication of bibliographic databases on population, Latin American Population Documentation System (DOCPAL), on CD-ROM disks in place of the printed publication DOCPAL: Latin American Population Abstracts.		x			6
c) Non-recurrent publications					
i) A study on experiences of the countries of the region in their preparations for the census round of the year 2000. (XB)		x			1
ii) Four issues of the publication Notas de Población.		x			6
iii) A study on the specific implications of integration in terms of migratory movements.			x		3
d) Technical material					
i) Ongoing updating of the CELADE/DOCPAL bibliographic database on population.		x			3
ii) Development of the Latin American and Caribbean Population Information Network (IPALCA) by promoting the interconnection of national, regional and global networks in this field.		x			3

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
8.1 **Collaboration with countries of the region in the implementation of the Latin American and Caribbean Regional Plan of Action on Population and Development** (cont.)					
iii) Ongoing updating of the data bank of the Programme for the Investigation of International Migration in Latin America (IMILA).		x			3
iv) Ongoing maintenance of an up-to-date demographic database on the INTERNET.		x			3
e) Information materials and services Publication of a newsletter concerning activities in connection with the Regional Plan of Action.		x			3
f) Operational activities i) Advisory services Provision of technical cooperation services upon request to countries of the region in regard to demographic analysis and preparations for the census round of the year 2000 and for applied research on international migration using updated information. (XB)		x			3
ii) Group training - National, subregional or regional courses on demographic analysis for sectoral or regional development; these courses will be from two to four months in duration and will have a capacity of 25 professionals per course (it is anticipated that two courses will be conducted during the biennium). (XB)		x			12
- Cooperation with universities and non-governmental organizations of countries of the region upon request in the planning and incorporation of courses on population studies, including the preparation of teaching materials; in particular, assistance will be provided for the postgraduate course on population and development offered by the University of Chile with financial support from the United Nations Population Fund. (XB)		x			3
- In-service training for government officials in the use of methodologies that permit a better utilization of sources of data on international migration. (XB)		x			1

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
8.2 Incorporation of population variables in social policies, programmes and projects aimed at priority groups					
a) Non-recurrent publications		x			1
i) A study on population, urban poverty and vulnerability in countries of the region.		x			1
ii) A study on selected aspects of reproductive health and their implications in terms of the status of women in Latin American and Caribbean countries (countries yet to be determined). (XB)		x			1
iii) A study on the status and needs of the elderly in selected countries of the region. (XB)					
b) Operational activities					
i) Advisory services Provision of technical cooperation services to countries of the region upon request in connection with the incorporation of population variables into sectoral policies and programmes aimed at vulnerable groups such as adolescents, the elderly, and indigenous peoples. (XB)		x			4
ii) Group training					
- Two workshops or seminars on population dynamics, development and poverty. (XB)		x			5
- In-service training for government officials in the use of methodologies that permit a better utilization of sources of demographic data for facilitating the design and implementation of sectoral policies. (XB)		x			1
c) Intermediate activities Preparation of teaching materials regarding the operational incorporation of population variables into sectoral policies and programmes in the fields of education, health and housing for use in CELADE training activities and in support activities for programmes conducted by Governments, universities and non-governmental organizations.		x			3

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
8.3 Use of multisectoral population data and associated technologies for purposes of public administration					
a) Recurrent publications Four issues of Demographic Bulletin.	x (1)	x (1)			12[11]
b) Non-recurrent publications					
i) Two studies on computer software applications in the field of population which are of interest for purposes of public administration.		x	x		6[11]
ii) A study on experiences with the incorporation of population variables into economic and social investment projects. (XB)		x			1
iii) Two reports on population estimates and projections, in coordination with institutions of countries of the region (institutions yet to be determined). (XB)		x	x		6[11]
c) Technical material					
i) Development of computer software applications to facilitate the use of multisectoral population data, with special reference to public administration at the local level, through the combined use of the system for the retrieval of data for small areas by microcomputer and geographic information systems (WIN-REDATAM/GIS).		x			8
ii) Maintenance of a database on population trends at the country level. (XB)		x			3
iii) Maintenance of an up-to-date regional census and population survey data bank. (partially XB)		x			3

---

[11] Three person/months per publication.

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
8.3 Use of multisectoral population data and associated technologies for purposes of public administration					
(cont.)					
d) Information materials and services REDATAM informa newsletter (two issues, in Spanish and English).		x			3
e) Operational activities Advisory services Provision of technical cooperation services upon request to countries and national or regional bodies and institutions in connection with the preparation of population estimates and projections and the use of WIN-REDATAM/GIS computer applications for incorporating demographic information in the area of public administration at the national, regional and local levels or for supporting the intensive use of census and other population data for small areas. These services may also be provided at CELADE headquarters. (XB)		x			4
f) Intermediate activities Support for networks of information system users working with multisectoral databases.				x	4

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	**75%**	**10%**	**5%**	
8.4 Demographic analysis for the design, follow-up and assessment of environmental and land-use projects, programmes and policies					
a) Non-recurrent publications					
i) A study on trends in the spatial distribution of the population and internal migration in Latin America and the Caribbean. (XB)		x			1
ii) A study on experiences with the incorporation of population variables into environmental sustainability programmes. (XB)		x			1
b) Technical material Maintenance of an up-to-date database on region-wide population dynamics.		x			1
c) Operational activities					
i) Advisory services Provision of technical cooperation services upon request to countries of the region in connection with the incorporation of population variables in public land-use and environmental sustainability policies and programmes. (XB)		x			4
ii) Group training In-service training for government officials in the use of methodologies that permit a better utilization of sources of demographic data for facilitating the design and implementation of environmental and land-use policies. (XB)			x		2
d) Intermediate activities Preparation of a technical study for the biennial follow-up of the demographic aspects of Agenda 21.		x			3

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	**75%**	**10%**	**5%**	
SUBPROGRAMME 9: STATISTICS AND ECONOMIC PROJECTIONS					
9.1 Statistical data banks on the economy of Latin America and the Caribbean and dissemination of regional statistics and indicators					
a) Recurrent publications					
i) Statistical Yearbook for Latin America and the Caribbean (two issues during the biennium, or publication of editions via electronic media which will take their place through this new form of dissemination).		x			14
ii) Statistical summary and estimates for the annual preliminary overview of the economy of Latin America and the Caribbean (two publications during the biennium, to be included in the Preliminary Overview of the Economy of Latin America and the Caribbean).		x			7
iii) Principal current indicators (eight quarterly issues during the biennium).		x			7
b) Technical material					
i) Maintenance and updating of existing databases and creation of databases concerning new spheres of information. Organization and development of systems for accessing such databases which will permit an easier and more flexible use of the information they contain. Improvement of interconnections with the internal computer networks of ECLAC and with the economic and social information system of the United Nations. Establishment of regional networks with national statistical offices in order to expedite data compilation and exchange.		x			15
ii) Within the framework of the above activity, an examination of the component referring to sectoral production and prices.			x		8
c) Intermediate activities					
i) Preparation of statistical information for the Economic Survey of Latin America and the Caribbean.		x			8
ii) Statistical support for inter-divisional and other ECLAC projects.		x			12

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
9.2 National accounts and economic development indicators					
a) Organization and substantive servicing of meetings of experts Meeting of experts to analyse:					
i) Progress made in the introduction of the new System of National Accounts (SNA).		x			10
ii) The international price comparison programme.			x		8
b) Recurrent publications Cuadernos Estadísticos de la CEPAL: two issues during the biennium (one of external-sector statistics and the other of regional national-accounts series).		x			8
c) Non-recurrent publications					
i) Two reports on national experiences with the implementation of the new United Nations System of National Accounts.		x			4
ii) Two studies on indexes for sectoral production and domestic prices.				x	5
iii) A report on external-sector statistics.		x			3

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
9.3 Technical cooperation with member States and with regional statistical bodies					
a) Organization and substantive servicing of meetings of experts					
i) Meeting of Directors of Statistics of the Americas in 1998.		x			20
ii) Meeting of experts to analyse the development of the current regional data system.		x			4
b) Operational activities Advisory services Provision of technical cooperation services to member States or statistical bodies upon request in connection with the organization of statistics, economic statistics and national accounts, technologies for the electronic dissemination of statistical data, and the design of projection methodologies and models for use in the formulation and application of development policies and strategies.			x		18
9.4 Evaluation and analysis of the development process of the countries of Latin America and the Caribbean					
a) Organization and substantive servicing of meetings of experts Meeting of experts to examine methodological and substantive aspects of forward-looking studies and economic projections.		x			16
b) Non-recurrent publications					
i) Two reports on the medium- and long-term outlook for the economic and social development of Latin America and the Caribbean.		x			26
ii) Two studies concerning the outlook for the international economy and world trade, with emphasis on the performance of those developed countries having the greatest potential as trading partners for the region and on the region's linkages with the external economy.		x			16
iii) Two studies on medium- and long-term global and sectoral macroeconomic projections.		x			8

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
9.5 Social statistics of Latin America and the Caribbean					
a) Organization and substantive servicing of meetings of experts Meeting of experts on statistics and social indicators to consider: i) the improvement of household surveys; and ii) the retooling of administrative records in the region (a joint activity of the Social Development Division and the Statistics and Economic Projections Division).		x			4
b) Non-recurrent publications Five reports on estimates of income distribution, poverty, employment, the labour force, and other social indicators.		x			10
c) Technical material Maintenance and updating of existing databases and creation of databases concerning new spheres of information.	x				15
d) Operational activities i) Advisory services Provision of technical cooperation services to member States and regional bodies upon request in connection with:					
- Household surveys, social statistics and indicators, and the quantification, description and analysis of the phenomenon of poverty. (XB)	x				6
- Organization of workshops and seminars on the implementation of the recommendations of the United Nations Statistical Commission in such areas as the generation of information on social variables, methods for the analysis of poverty situations, and specialized statistical techniques, including computational aspects. (XB)	x				5
ii) Group training Training in the estimation and use of social indicators relating to income distribution, poverty and features of employment for various social groups. (XB)		x			4
e) Intermediate activities Statistical support for ECLAC studies and projects.		x			4

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
SUBPROGRAMME 10: SUBREGIONAL ACTIVITIES IN MEXICO AND CENTRAL AMERICA					
10.1 Saving, investment and economic growth					
a) Organization and substantive servicing of meetings of experts					
i) Expert meeting on the role of fiscal policy in promoting saving and investment.		x			5
ii) Expert meeting on the inclusion of the environmental dimension in the design and implementation of the economic development policies of the countries served by ECLAC subregional headquarters in Mexico.				x	5
b) Non-recurrent publications					
i) A study on the design of fiscal policies to promote saving and investment in a context of globalization and increasingly open economies.	x				18
ii) A study on the coordination of monetary and fiscal policies to promote investment and saving in the subregion. (XB)		x			5
iii) A study on the interrelationship between macroeconomic policy and social sustainability in Mexico and the Central American countries. (XB)		x			5

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
10.1 Saving, investment and economic growth					
(cont.)					
c) Technical material		x			44
i) Notes on economic trends in the countries of the subregion in 1997 (10 documents).		x			44
ii) Notes on economic trends in the countries of the subregion in 1998 (10 documents).		x			10
iii) Contribution to the Preliminary Overview of the Economy of Latin America and the Caribbean, 1998.		x			10
iv) Contribution to the Preliminary Overview of the Economy of Latin America and the Caribbean, 1999.			x		4
v) Panorama económico de México, 1998.			x		4
vi) Panorama económico de México, 1999.		x			10
vii) Update and expansion of the database of economic and social statistics, and preparation of current economic and development indicators.					
d) Operational activities Advisory services Provision of technical cooperation services in connection with the design and evaluation of global economic policies and development programmes, to the countries of the subregion that request it. (XB)		x			8
e) Intermediate activities Substantive support for intergovernmental meetings held in the subregion.		x			8

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
10.2 Industrial competitiveness and agricultural modernization					
a) Organization and substantive servicing of meetings of experts					
i) Expert meeting to analyse the challenges facing industrial development in the context of hemispheric integration.		x			8
ii) Expert meeting on policies to support the modernization of rural micro-enterprises and small rural production units.		x			5
iii) Expert meeting on policies to support increased competitiveness of agricultural exports.		x			5
b) Non-recurrent publications					
i) A study on technological development in small countries of the subregion, with a view to designing policies to promote the adoption of business strategies favouring technological modernization, with emphasis on environmentally sound technologies.	x				10
ii) A prospective study on the long-term production profile of the countries of the subregion with special emphasis on analysis of the links between agriculture and industry.			x		16
iii) A study on the international competitiveness of the manufacturing sector in the smaller countries of the subregion, with a view to identifying the obstacles standing in the way of successful participation by such firms in an integrated hemispheric market and proposing means of overcoming them. (XB)		x			6
iv) A study on the prerequisites for strengthening production linkages and for taking greater advantage of markets in the context of Central American integration.				x	14
v) A study on technological development in the production and processing of agricultural products, taking into account the need to preserve natural resources.	x				14

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	**75%**	**10%**	**5%**	
10.2 Industrial competitiveness and agricultural modernization					
(cont.)					
vi) A study on policies to promote and modernize agriculture within the context of regional integration.		x			14
vii) A study on organizational development of small rural enterprises and production units in the countries of the subregion. (XB)		x			8
c) Technical material					
i) Development and expansion of the databases on manufacturing maintained at the subregional headquarters and promotion of their use in the countries.		x			6
ii) Collection, update, ordering and dissemination of information on the agricultural sector in the countries of the subregion.		x			10
d) Operational activities Advisory services Provision of technical cooperation services in connection with industrial competitiveness and agricultural modernization, to countries of the subregion that request it. (XB)		x			6

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
10.3 Labour markets, gender and equity					
a) Organization and substantive servicing of meetings of experts					
Expert meeting to analyse topics related to labour productivity and unemployment in countries of the subregion.		x			6
b) Non-recurrent publications					
i) A study on technology and poverty, which will analyse various aspects of the technological revolution and its effects on labour productivity and unemployment in countries of the subregion to be determined.	x				15
ii) A study on integration and convergence of social policies (labour markets, social security, human resources, migration) in countries of the subregion to be determined.		x			15
iii) A study on the effects of globalization on the peasant economy, with emphasis on the analysis of policies designed to mitigate the effects of the greater openness of the economy on poor rural groups and on types of rural organization that may offer some protection in this respect, in countries of the subregion to be determined. (XB)		x			8
iv) A report evaluating the level of fulfilment of the Regional Programme of Action for the Women of Latin America and the Caribbean, 1995-2001, in countries of the subregion to be determined. (XB)		x			8
c) Technical material Preparation of basic social indicators for Mexico and the Central American countries.			x		8

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
10.4 International trade					
a) Organization and substantive servicing of meetings of experts Expert meeting to consider participation by small and medium-sized exporters in external trade.		x			6
b) Non-recurrent publications A study on participation by the various economic agents, especially the small and medium-sized, in external trade.		x			12
c) Operational activities i) Advisory services Provision of technical cooperation services in connection with international trade policies and trade negotiations, to countries and intergovernmental and regional organizations that request it. (XB)		x			6
ii) Group training Organization of a course on linkages with world trade flows and economic integration and cooperation, in conjunction with regional or national institutions. (XB)		x			6
d) Intermediate activities Formulation of a regional project on the competitiveness and economic efficiency of exports.		x			4

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
10.5 Economic integration and regional cooperation					
a) Organization and substantive servicing of meetings of experts					
i) Expert meeting to examine the consequences of agreements on trade liberalization and economic complementarity in terms of convergence of the integration process and open regionalism.		x			6
ii) Expert meeting on the adjustment problems and transition costs involved in becoming part of the Free Trade Area of the Americas and proposed measures to reduce those costs.		x			6
b) Non-recurrent publications					
i) Expert meeting to examine the effects of trade liberalization and economic complementarity agreements, concluded by countries of the subregion among themselves or with third parties, on prospects for hemispheric integration.		x			18
ii) A study on the establishment of the Free Trade Area of the Americas in the year 2005, transition costs and proposals for reducing them.	x				16
c) Technical material					
Update and expansion of the statistical, documentary and bibliographic databases on trade, integration and cooperation in the countries of the subregion.		x			10
d) Operational activities Advisory services					
Provision of technical cooperation services in connection with economic integration and regional cooperation, to countries that request it.		x			8
e) Intermediate activities					
Technical support for intergovernmental meetings on economic integration and regional cooperation.			x		5

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	**75%**	**10%**	**5%**	
10.6 Energy integration					
a) Technical services for intergovernmental meetings Provision of technical services for the Central American Regional Energy Forum (FREAC), the Central American Electrification Council (CEAC) and the Central American Committee for Cooperation on Hydrocarbons (CCHAC), especially in connection with regular and special annual meetings called by the respective acting secretariats.		x			10
b) Non-recurrent publications	x				10
i) A study on the progress made on integration of the electricity systems in Central America and the Group of Three (Colombia, Mexico and Venezuela).		x			6
ii) A study on the supply of gas and oil in Central America. (XB)		x			6
iii) A study on environmentally sustainable development of the energy sector in Central America.				x	8
iv) A study on the markets and regulations in the energy sector in Mexico and Central America.		x			1
v) A study on public management in the energy sector in small Central American countries. (XB)					
c) Technical material Update of the energy database on the countries of the subregion.			x		8
d) Operational activities					
i) Advisory services Provision of technical cooperation services in connection with energy integration and management, to countries that request it. (XB)		x			8
ii) Group training A seminar or workshop on the impact of the reforms in the petroleum markets of Mexico and the Central American countries. (XB)		x			6

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
SUBPROGRAMME 11: SUBREGIONAL ACTIVITIES IN THE CARIBBEAN					
11.1 Linkages with the global economy and competitiveness of the Caribbean economies					
a) Organization and substantive servicing of meetings of experts Expert meeting to analyse the repercussions of hemispheric and global economic events on the economic integration and global linkages of the Caribbean countries.		x			6
b) Non-recurrent publications i) A study on global and hemispheric economic events and their repercussions on economic policy in the Caribbean.		x			6
ii) A study on factors relating to increased development of the services sector in the Caribbean.		x			4
iii) A document on the progress made in international trade negotiations on greater liberalization of world trade, and their consequences for the Caribbean.	x				6
iv) A document on the implications for the Caribbean of the globalization of financial markets.		x			4
v) A study of the competitiveness of some Caribbean economies in the context of global and hemispheric developments.	x				6
vi) A report evaluating CARICOM policies on trade, investments and payments, in the context of global and hemispheric economic development.		x			6
vii) A study of recent developments with regard to hemispheric economic cooperation and their significance for the Caribbean economies.		x			6
viii) A report on Caribbean trade statistics, including an analysis of trade between the subregion and Latin America, with a view to the identification of traditional and emerging markets.			x		6
c) Information material and services Quarterly publication of an information bulletin on the external sector.		x			8

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	**75%**	**10%**	**5%**	
11.2 Integration and regional cooperation					
a) Substantive servicing of intergovernmental meetings One session of the Caribbean Development and Cooperation Committee (CDCC) and one meeting of the CDCC Steering Committee.	x				4
b) Organization and substantive servicing of meetings of experts Expert meeting to analyse aspects of cooperation for development relevant to CDCC member countries.		x			6
c) Non-recurrent publications					
i) An updated study on trade among CDCC member countries and between them and other countries in the hemisphere.		x			4
ii) A study on the economic integration of the Caribbean in the context of the development of hemispheric and global trade.		x			6
iii) A study on economic cooperation among the Caribbean members of the Association of Caribbean States and the other members of the Association.		x			4
iv) An analysis of the potential impact of the creation of the Free Trade Area of the Americas on the economies of the non-independent Caribbean countries and possibilities for cooperation with these countries under the plan of action of the Summit of the Americas.		x			4
v) A study on the capacity of ECLAC associate members to carry out, on a national level, the activities contemplated in the programmes of action resulting from United Nations world conferences on the environment, small island developing States, women, natural disaster reduction, population, social development and human settlements.		x			4

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	**75%**	**10%**	**5%**	
11.2 Integration and regional cooperation					
(cont.)					
d) Technical material Update of the statistical database on trade among the members of the Association of Caribbean States and between the Association and the rest of the world.		x			5
e) Information material and services i) Publication of the quarterly newsletter, Focus, on the activities of the CDCC.		x			8
ii) Publication of the monthly newsletter, Associate, on subjects of interest to ECLAC associate members.		x (8)	x (8)	x (8)	9[12]

---

[12] These nine person/months are divided equally among categories B, C and D.

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
11.3 Development of production and technology					
a) Substantive servicing of intergovernmental meetings					
i) Two plenary sessions of the Caribbean Council for Science and Technology (CCST) and	x				2
ii) Four meetings of its Executive Committee.		x			4
b) Organization and substantive servicing of meetings of experts Expert meeting to analyse various aspects of technology and its relation to the economic and social development of the Caribbean.			x		4
c) Non-recurrent publications					
i) A document on the operation and management of the agencies and institutions working in the field of science and technology in CCST member countries.		x			4
ii) A study evaluating the possibilities for greater development of the industrial sector in some Caribbean countries.			x		4
iii) A study on the technological dimensions of economic diversification and development in the Caribbean countries.		x			4
iv) A study evaluating the science and technology networks operating in the subregion and their effectiveness.		x			4
v) A document on recent trends and developments in the manufacturing sector of some Caribbean countries to be determined.				x	4
vi) A study on the promotion and adoption of new technologies within the context of sustainable development.		x			6

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
11.3 Development of production and technology					
(cont.)					
vii) A study evaluating the efficacy of the projects on renewable sources of energy carried out in the Caribbean.		x			4
viii) A study on the contribution of the tourism sector to the economic development of some Caribbean countries to be determined.				x	4
d) Information material and services Publication of the quarterly newsletter of the Caribbean Council for Science and Technology (CCST). (XB)		x			8
e) Operational activities Advisory services Provision of technical cooperation services in connection with the development of production and technology, to government bodies and non-governmental organizations that request it. (XB)		x			4

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	**75%**	**10%**	**5%**	
11.4 Economic development and information for development					
a) Organization and substantive servicing of meetings of experts Expert meeting to examine aspects of economic management of the countries of the subregion in the context of world and regional developments.		x			6
b) Non-recurrent publications					
i) A study on economic diversification and development in the single-crop economies of the Caribbean.		x			6
ii) Two summaries of economic trends in the CDCC countries (one in each year of the biennium).		x			8
iii) A comparative study on macroeconomic policies in some small island countries of the Caribbean and other regions.		x			6
iv) A study on the contribution of foreign investment to the economic development of the Caribbean.		x			4
v) An document evaluating the approaches and methodologies used in the preparation of economic projections in the Caribbean countries.				x	4
vi) A study evaluating the methodologies used in the Caribbean countries for the compilation of national accounts.		x			4
vii) Two reports on selected statistical indicators of Caribbean countries (one in each year of the biennium).	x				8
viii) A study on the effective use of information technology and systems in the Caribbean.	x				6

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	**75%**	**10%**	**5%**	
11.4 Economic development and information for development					
(cont.)					
c) Information material and services Publication in print and electronic media of the monthly newsletter, Current Awareness Bulletin.		x (16)	x (8)		8[13]
d) Technical material					
i) Publication of the CARISPLAN database on CD ROM, provided extrabudgetary resources are available.		x			2
ii) Maintenance of a database containing bibliographic information and complete texts, which can be accessed at a distance.		x			4
e) Operational activities Advisory services					
i) Provision of technical cooperation services related to economic planning and policy formulation and to the preparation of databases and data organization, to member countries and regional institutions that request it. (XB)		x			4
ii) Provision of technical assistance to documentation centres in the countries of the region that request it. (XB)		x			4

---

[13] Six person/months for category B and two for category C.

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
11.5 Human and social development					
a) Organization and substantive servicing of meetings of experts					
i) Expert meeting on the implementation of the Platform for Action of the Fourth World Conference on Women.		x			6
ii) Expert meeting on the implementation of the Programme of Action of the International Conference on Population and Development.		x			6
iii) Expert meeting to consider matters relating to poverty and income distribution in the Caribbean, as part of the implementation of the Programme of Action of the World Summit for Social Development. (XB)		x			2
b) Non-recurrent publications					
i) A document on some aspects of social integration in the Caribbean.		x			6
ii) A study on some aspects of poverty and income distribution in the Caribbean.	x				6
iii) A summary of social development indicators in the Caribbean countries.			x		4
iv) A study on recent population growth trends in CDCC member countries.		x			6
v) A document evaluating the efforts made by Caribbean Governments to include demographic considerations in development planning.		x			4
vi) A report on ways and means of implementing the Programme of Action of the International Conference on Population and Development in the Caribbean countries.		x			4
vii) A study on aspects of planning and gender equality in the Caribbean.	x				6
viii) A report on implementation by the Caribbean countries of the Platform for Action of the Fourth World Conference on Women, in the light of the Regional Programme of Action for the Women of Latin America and the Caribbean.		x			6

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
11.5 Human and social development					
(cont.)					
ix) A study on the expansion of employment opportunities for women in the Caribbean countries.		x			6
c) Technical material					
i) Update of the database on social development indicators.		x			4
ii) Update and expansion of the socio-demographic database.		x			4
iii) Update and expansion of the information systems on vital statistics.		x			4
iv) Update of the computerized bibliographic database on women and development in the Caribbean.		x			4
d) Operational activities Advisory services					
Provision of technical cooperation services, to CDCC member countries that request it, in the following areas: evaluation and analysis of demographic statistics, the design and implementation of population policies, the integration of women into development, and the promotion of social development. (XB)		x			4

SUBPROGRAMMES / SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY				Estimated funding (expressed in person/months)
	A	B	C	D	
	10%	75%	10%	5%	
11.6 Environmental sustainability					
a) Organization and substantive servicing of meetings of experts Expert meeting to consider aspects of sustainable development relevant to the Caribbean countries.	x				6
b) Non-recurrent publications					
i) A study analysing aspects of sustainable development of particular relevance to the Caribbean, in light of the Programme of Action for the Sustainable Development of Small Island Developing States.		x			6
ii) A study on transboundary issues relating to the environment and development in the Caribbean countries.		x			6
iii) A report on implementation of the Programme of Action for the Sustainable Development of Small Island Developing States.	x				8
c) Technical material Update and expansion of the environmental database for the Caribbean countries.		x			6
d) Operational activities					
Advisory services Provision of technical cooperation services, to CDCC member States that request it, in connection with environmental sustainability and also with the implementation of follow-up activities relating to the Programme of Action for the Sustainable Development of Small Island Developing States. (XB)		x			4

MEETING OF REPRESENTATIVES OF STATES MEMBERS OF ECLAC TO THE UNITED NATIONS TO HEAR THE REPORT OF THE MEETING OF THE AD HOC WORKING GROUP

(New York, 25 October 1996)

1. Mandate

1. The meeting was called by Ambassador Fernando Berrocal Soto, Permanent Representative of Costa Rica to the United Nations, on behalf of the country holding the chairmanship of the twenty-sixth session of the Economic Commission for Latin America and the Caribbean (ECLAC) and in accordance with agreements reached during the first meeting of the ad hoc working group established pursuant to Commission resolution 553(XXVI). The purpose of the second meeting was to approve the final version of the report of the first meeting held in Santiago, Chile, from 29 to 31 July 1996.

2. Place and date of the meeting

2. The meeting took place at United Nations Headquarters in New York on 25 October 1996.

3. Attendance

3. The meeting was attended by representatives of the following States members of the Commission: Argentina, Bahamas, Bolivia, Brazil, Canada, Chile, Colombia, Costa Rica, Cuba, El Salvador, France, Guatemala, Honduras, Jamaica, Mexico, Netherlands, Nicaragua, Peru, Suriname, Trinidad and Tobago, United Kingdom, United States of America, Uruguay and Venezuela.

4. Summary of the proceedings

4. The meeting opened with presentations by Ambassador Berrocal Soto, Mr. Melvin Sáenz Biolly, First Alternate Representative of Costa Rica to the United Nations and Chairman of the ad hoc working group, and Mr. Gert Rosenthal, Executive Secretary of ECLAC.

5. Mr. Sáenz Biolly briefly described how the Commission at its twenty-sixth session had adopted resolution 553(XXVI) establishing an ad hoc working group open to all ECLAC member countries and empowered, in consultation with the Executive Secretary, to define priorities for the work programme and recommend to the Commission strategic directions for its future activities, taking into account the development priorities of Latin America and the Caribbean and the budgetary constraints faced by the United Nations.

6. He reported that the ad hoc working group, with the attendance of 32 member States and two associate members, had met at ECLAC headquarters in Santiago, Chile, from 29 to 31 July 1996. The working group had commenced the process of assigning priorities to the ECLAC work programme for the biennium 1998-1999 in the broader context of reform of the United Nations and the impact of reform on the

Commission. The working group had asked him, as Chairman, to present a report of the meeting, in conjunction with the Executive Secretary of ECLAC, to the delegations of ECLAC member States at United Nations Headquarters, in order to facilitate coordination between the exercise of formulating the work programme and the budget process and to provide the delegations with further information prior to the substantive session of the Economic and Social Council.

7. Ambassador Fernando Berrocal then addressed the meeting. After stressing the importance of ECLAC to the countries of Latin America and the Caribbean and recalling its significant contributions to economic thought in the region, he said that he was pleased to be able to convene this brief meeting to hear a report on what the ad hoc working group had accomplished. The exercise was a new experiment in cooperation between the Commission members and the secretariat in defining ECLAC priorities and strategies and had demonstrated the secretariat's great willingness to work with the member States. The conclusions of the working group were reported in document LC/G.1942 of 13 September 1996, which had been distributed to all Governments of ECLAC member States and to their respective missions in New York.

8. The Executive Secretary of ECLAC then presented the report of the ad hoc working group to the participants. He noted that ECLAC had undertaken the exercise in compliance with the Commission's mandate and stressed the novel nature of the forum, which provided the secretariat and the Governments of member States an opportunity for consultation on how to adapt the work programme to changing circumstances. The content and scope of work programmes and priority-setting were issues fundamental to the reform of the United Nations, so that ongoing coordination between the Commission secretariat and members was a matter of necessity.

9. He said that the report of the first meeting of the ad hoc working group spoke for itself and that the usefulness of the new forum had been fully demonstrated. The exercise had not only resulted in joint decisions concerning priorities for the Commission's programme of work for the biennium 1998-1999, but would now make it easier to mesh the programming and budgeting processes. Apart from the specific decisions it had produced, the dialogue initiated in Santiago had inaugurated a highly constructive working style aimed at enhancing the relevance, efficiency and effectiveness of ECLAC.

10. He stressed that the Commission's work programme must pass the "relevance test". In other words, it should reflect not just what the secretariat thought was important, or what the Governments thought was important, but rather the collective thinking of the member States and the secretariat. The resources required for implementation of the work programme should be justified on the basis of proper criteria. The Governments understood very well that not every priority identified in the programme of work was a priority for every member State. The objective, therefore, was to achieve the greatest possible consensus. In the past, the programmes of work had been adopted after only three or four hours of debate, a process that had not allowed for in-depth dialogue between member States and the secretariat, despite previous consultation by the secretariat with each country individually. At the first meeting of the ad hoc working group, the representatives of the Governments and the secretariat had had an opportunity to discuss proposed ECLAC activities and outputs in detail for three days until a consensus was reached on what was felt to be of vital importance. Although the debate was still ongoing, the exercise had complied with the mandate of the General Assembly to do more with less, more efficiently, choosing very carefully what needed to be done.

11. His chief conclusions were that: i) the report of the ad hoc working group should not be seen as a finished product, but as a decisive step towards a larger goal; ii) the group's manner of work had been

extremely productive, not just for the secretariat, but for and among the member States themselves. When they were not in agreement, the secretariat had tried to find a consensus position; the whole meeting had been the antithesis of a mere ritual exercise and had constituted a major advance towards establishing a collective forum for priority-setting; iii) there was room for improvement in the United Nations programming process and a need for better encoding to make programmes more quantifiable and measurable.

12. He then explained the four priority categories into which activities had been classified and discussed how the results were reflected in the revised programme of work. He said that activities considered essential, 10% of the total, had been classified under category "A", while those that would not be implemented unless resources frozen during 1996-1997 were released during the biennium 1998-1999 were placed in category "D" (5%); categories "B" and "C" related to activities of medium priority (representing 75% and 10% of the total, respectively).

13. In conclusion, he said that the secretariat did not consider the report an end product, but part on an ongoing process in which the Commission was creating a new work discipline. The purpose of the present meeting was not to debate the document, but to take note of its contents and of the procedure followed to assign priorities. ECLAC would continue to prepare the budget for the biennium 1998-1999, and the next meeting of the ad hoc working group would probably be held at United Nations Headquarters to ensure wide participation by the Caribbean countries, whose representatives found it difficult to travel to Santiago.

14. A number of delegations then made statements, some expressing the opinion that the meeting of the ad hoc working group in Santiago had been extremely useful and had offered a good opportunity to initiate a dialogue on substantive issues.

15. One delegation stressed that the regional dimension of development was an important issue and that the priority accorded in the work programme to support for open regionalism was very timely; now that integration processes, including MERCOSUR, NAFTA and the Free Trade Area of the Americas, were underway in the region, the role of ECLAC as an independent organization had become indispensable.

16. Representatives of other countries said that change in the United Nations was linked to the new pattern of international relations, and reflected, among many other considerations, the necessity for greater fiscal austerity. Although reform could not be equated simply with budget-cutting, there was indeed a need to promote efficiency and effectiveness in the use of available resources.

17. A representative pointed out that although the importance of the regional commissions had been reaffirmed by recent General Assembly resolution 50/227, all present were aware that some countries were questioning the usefulness of the commissions and that the topic frequently came up in debates on reform of the United Nations.

18. Another delegation stressed that in matters relating to the status of women the regional commissions had an important intellectual contribution to make in following up the Platform for Action adopted at the Beijing conference and asked whether those activities had been properly provided for in the programme of work.

19. One representative asked whether the secretariat was implicitly accepting the need to reduce activities in the new climate of budget constraint and noted that his Government, at least, did not agree that it was

possible to reduce the budgetary contributions to the regional commissions. He expressed concerns about the impact of reform on ECLAC in comparison with its effects on the other regional commissions.

20. In response to the two previous questions, the Executive Secretary said that ECLAC was planning to participate in activities in follow-up to the Beijing Platform for Action; among other things, it had scheduled a regional meeting on the subject for the latter part of 1997. With regard to the second question, he agreed that "reform" should not be equated with "downsizing" the secretariat. Even so, he said, one should remember that in fact in 1996 ECLAC had been operating with considerably smaller funding than originally proposed in the budget submitted to Headquarters in 1995. As he saw it, the point of the exercise was to enhance the relevance, efficiency and effectiveness of ECLAC activities in order to make the best use possible, in terms of the generation of useful outputs, of whatever amount of resources was placed at the Commission's disposal.

21. With regard to the impact of the reform process on other regional commissions, he would not venture to make comparisons, since he was not sufficiently informed of all that was going on elsewhere. He was aware, however, that the Economic Commission for Africa was undergoing organizational reform and that the Economic Commission for Europe was in the midst of a priority-setting exercise similar in some respects to that undertaken at ECLAC. In general, he understood that all the regional commissions had embarked on a process of streamlining their activities, and if ECLAC had made more progress, it was probably because it had begun the process years earlier, long before the recent financial crisis had become evident.

22. In response to a question concerning the current status of the medium-term plan, he said that he understood that the secretariat's proposed plan had been accepted by the relevant bodies at Headquarters. The ad hoc working group would meet whenever circumstances warranted and as often as necessary to ensure that the process was significant; the next meeting would probably be held during the last quarter of 1997.

23. In answer to concerns about the United Nations reform process, he said that ECLAC had the advantages of strong institutional identity, good relations with member Governments and a clearly defined sphere of work based on its comparative advantages within and outside the United Nations system. Those institutional strengths should help ECLAC to adapt to changing circumstances.

24. In response to a final question, he said that he was not in agreement with the opinion expressed in Our Global Neighborhood, questioning the importance of the regional commissions. In his opinion, the United Nations needed regional forums that could help to make regionalism compatible with multilateralism. Otherwise, regionalism might cause the world to fragment into enclosed blocs. Moreover, the regional commissions were ideally situated to convey regional points of view to global forums and global perspectives to regional forums. For all these reasons, quite apart from the fact that it was more efficient for the United Nations to operate from the regions than from a central Headquarters, he was convinced that the commissions were undeniably useful. Whether or not their potential was being fully realized was a different question.

25. In conclusion, the Executive Secretary thanked all the representatives, noted the broad participation at the meeting and expressed his appreciation to the Ambassador of Costa Rica to the United Nations for the contribution the representative of his country had made as Chairman of the ad hoc working group. Ambassador Fernando Berrocal similarly thanked all the participants.

PROGRAMME OF WORK OF THE ECLAC SYSTEM, 1998 - 1999*

---

* This document is a revised version of the programme of work of the ECLAC system for the biennium 1998-1999 as approved during the twenty-sixth session of the Commission by resolution 559(XXVI) and reflects the recommendations made on that occasion.

ABBREVIATIONS

ADC	Andean Development Corporation
ALIDE	Latin American Association of Development Financing Institutions
CABEI	Central American Bank for Economic Integration
CARICOM	Caribbean Community
CDCC	Caribbean Development and Cooperation Committee
CLADES	Latin American Centre for Economic and Social Documentation
ESCAP	Economic and Social Commission for Asia and the Pacific
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FLACSO	Latin American Faculty of Social Sciences
GATT	General Agreement on Tariffs and Trade
IDB	Inter-American Development Bank
ILO	International Labour Organization
ILPES	Latin American and Caribbean Institute for Economic and Social Planning
IMF	International Monetary Fund
JUNAC	Board of the Cartagena Agreement
LAIA	Latin American Integration Association
OAS	Organization of American States
OECD	Organization for Economic Cooperation and Development
OLADE	Latin American Energy Organization
OLAMI	American Mining Organization
PAHO	Pan American Health Organization
SIECA	Permanent Secretariat of the General Treaty on Central American Economic Integration
SELA	Latin American Economic System
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Education, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNIFEM	United Nations Development Fund for Women
UNSO	United Nations Statistical Office
WHO	World Health Organization
WTO	World Trade Organization

INTRODUCTION

The ECLAC Secretariat submitted a draft programme of work of the ECLAC system for the biennium 1998-1999 to the States members of the Commission for their consideration at its twenty-sixth session, held in San José, Costa Rica, from 15 to 22 April 1996.

Three fundamental factors were borne in mind in the preparation of the draft programme: first, the situation and trends of the economies of the region in the period of this decade up to the present, and the regional development priorities deriving therefrom; second, the upcoming issues at the international level which affect the region and call for efforts of adaptation on the part of the Latin American and Caribbean countries; and third, the manifold demands of the process of reform of the United Nations which are reflected, inter alia, in the need for greater selectivity in the preparation of the programme of work.

With regard to the first of these factors, in its recent reports the Secretariat has reported on the strengths and weaknesses of the economic performance of most of the countries of the region.[1] Substantial progress has undoubtedly been made in terms of macroeconomic management, institutional development, and the development of production enterprises. Generally speaking, this progress has been reflected in moderate growth, with growing financial stability and timely access to external finance. However, this growth has not been sufficient to absorb the natural increase in the economically active population, and this is one of the reasons why the backlog of social needs is diminishing so slowly.

Consequently, in order to speed up growth and improve social equity, the agenda of priority items for Latin American development continues to include such issues as: i) incorporation of technical progress in production enterprises, especially small and medium-sized firms; ii) development of environmentally suitable technologies for making use of the region's natural resources; iii) generation of increasing levels of domestic savings and their guidance towards productive investments; iv) establishment of an institutional context favouring investment, growth and governance; v) investment in human resources, with improvements in the systems of educational and health services; vi) support for the lowest-income strata through public spending and a more participative approach to the decision-making process; and vii) consolidation of the institutions that serve as the foundations for pluralistic and participative political systems. Questions of a conceptual and practical nature arise from these issues, and should be reflected in the ECLAC programme of work.

---

[1] See ECLAC, Preliminary Overview of the Economy of Latin America and the Caribbean, 1995 (LC/G.1892-P), Santiago, Chile, 1995; Social Panorama of Latin America. 1995 edition (LC/G.1886-P), Santiago, Chile, 1995; Strengthening development: the interplay of macro- and microeconomics (LC/G.1898(SES.26/3), Santiago, Chile, 1996; and The economic experience of the last fifteen years: Latin America and the Caribbean, 1980-1995 (LC/G.1925(SES.26/17), Santiago, Chile, 1996.

As regards the second factor, it is already a commonplace to talk about the surprising changes that form part of the process of globalization of the economy. Much of the United Nations' programme of activities consists of helping Governments to adapt to the changing international context, in all its forms. In the case of Latin America and the Caribbean, there are clear priority issues which are often just as important for relations within Latin American as they are for relations with countries of other regions. One of these is the implementation of the rules and regulations laid down in the Final Act of the Uruguay Round and the policy options for gaining access to international financial flows. ECLAC can make important contributions to this process of adaptation, and this is discussed in this programme of work.

Lastly, the new resource constraints that affect the United Nations in its work, and the demand for greater accountability, oblige ECLAC to be even more careful in selecting the activities to be carried out and concentrating on matters where its comparative advantages allow it to make greater contributions to the Governments of its member countries. In this respect, this programme of work attempts to define more closely the institutional identity of ECLAC: this is the only regional institution which systematically devotes itself to analysis of relevant issues related to the development of Latin American and Caribbean countries from a regional perspective, combining the work of analysis with operational services to provide specialist information, advisory assistance, training and support for regional and international cooperation. This mission is consistent with that of the United Nations in the economic and social sectors, as recently redefined by the Organization.[2]

Some of the activities included in the programme of work are to be carried out in cooperation with other bodies, with the aim of joining forces. The majority of them are also to be carried out in close consultation with national bodies of the Governments of the member countries.

The programme of work for the biennium 1998-1999 also forms part of the new medium-term plan that the United Nations is about to adopt. Its layout is substantially different from those presented at previous sessions of the Commission. On this occasion, instead of following the usual list of programmes and subprogrammes of the Organization, the material was divided on a thematic basis; the topics were selected in the light of the three factors mentioned at the beginning of this introduction.

Initially, the contents of this programme of work were defined by the Secretariat after a strategic planning exercise in which the issues likely to be of greatest importance for the region in the rest of the decade were identified after informal consultations during numerous technical cooperation missions to the countries.

Subsequently, at the twenty-sixth session of the Commission, the delegates adopted resolution 559(XXVI) approving the draft programme of work of the ECLAC system for the biennium 1998-1999. Among other recommendations made on that occasion, the motion was accepted that the activities carried out by ECLAC subregional headquarters for the Caribbean and for Mexico and Central America should be presented under separate subprogrammes. In addition, on the recommendation of the United Nations Programme Planning and Budget Division, it was decided that the subprogrammes on population and development and on statistics and economic projections should also be presented in separate sections. The remaining subprogrammes were duly revised to reflect the foregoing changes. Therefore, the seven subprogrammes as originally presented were rearranged to total the eleven now presented in this document.

---

[2] Boutros Boutros-Ghali, An Agenda for Development, 1995, New York, Department of Public Information, United Nations, 1995. United Nations publication, Sales No. E.95.I.16.

The document includes a description of the subprogrammes to be carried out during the biennium. Each subprogramme is headed by a brief introduction, followed by a description of the subject areas making up the subprogramme and details of the activities to be carried out and the outputs expected to result from their execution. In some cases, following the description of the subject area, activities whose execution is subject to the availability of extrabudgetary resources are identified.

In the formulation of this draft programme of work, the Secretariat followed the instructions given by United Nations Headquarters with regard to resources. The programme was drafted on the assumption that the volume of human resources approved in the budget for 1996-1997, before temporary austerity and efficiency measures were adopted by the General Assembly at the end of 1995, would be available to carry it out.

By virtue of resolution 553(XXVI) on the reform of the United Nations and its impact on ECLAC, the Commission decided to establish an ad hoc working group open to all member countries and empowered, in consultation with the Executive Secretary, to define priorities within the work programme and to recommend to the Commission strategic directions for its future activities. The first meeting of this working group will be held in July 1996 and will take the present version of the work programme as the basis for its deliberations.

Lastly, as in previous years, the classification and description of activities used in this draft programme is that designed by Headquarters to cover the various classes of activities, such as recurrent and non-recurrent publications, technical material, information material and services, intergovernmental and expert meetings, operational activities (including advisory services and group training) and intermediate activities.[3]

---

[3] A description of the different kinds of activities is presented in the annex.

SUBPROGRAMME 1: LINKAGES WITH THE GLOBAL ECONOMY, COMPETITIVENESS AND PRODUCTION SPECIALIZATION

Presentation

In order for the economic development of the countries of Latin America and the Caribbean to be sustainable, they must improve their linkages with the global economy (that is to say, their quantitative and qualitative shares in trade, foreign direct investment and technology flows) and also increase their capacity both to take advantage of growth cycles in international trade and to withstand adverse phases, through diversification of products and markets, a search for investments and alliances abroad, and better linkages between exports and the other production activities.

Although during the last two decades a number of countries of the region have managed to improve their international linkages through changes in the structure and destination of their exports, a major challenge for them continues to be the need to build up new patterns of specialization based on profound changes in their structure of production and increased international competitiveness.

The general aims of this subprogramme are to provide member States with analytical data and empirical studies on the main trends in the world economy and the challenges and opportunities that these present with regard to their linkages with the global economy; to appraise the nature and recent evolution of those linkages and define policy recommendations for them to expand and diversify their trade in goods and services and favour the competitiveness and growth of their economies; to make comparative analyses of relevant examples of export development both inside and outside the region, in order to examine the variables that affect the capacity of exports to mobilize the other sectors of the economy; and to contribute to the analysis of trade policies and of developments in the regulatory framework of international trade, in order to make the fullest possible use of the available room for action and strengthen the region's bargaining power.

The programme of work for 1998-1999 comprises three sets of subject areas. The first of these —consisting of subject areas 1.1 through 1.5— covers activities connected with globalization and changes in the international setting, national trade policies and market integration, changes in the structure of international competition and their consequences for the region, linkages between the export sector and the rest of the economy, and patterns of trade specialization.

Lastly, the second set of activities —subject areas 1.6 through 1.8— covers specific interdisciplinary issues connected with the development of international trade in the region. These subject areas deal successively with international transport and competitiveness, the competitiveness of the mining sector of the countries of the region, and the links between international trade and the environment.

1. Activities

Subject area 1.1: Globalization and changes in the international setting

a) Organization and substantive servicing of meetings of experts

Two expert meetings to consider the matters dealt with in the annual reports listed below (one in each year of the biennium).

b) Non-recurrent publications

Two annual reports on: i) the recent evolution of the structure and main flows of international trade, external finance and foreign direct investment; ii) growth trends of the region's main export markets; iii) the process of development of dynamic linkages of the various Latin American and Caribbean countries and of the region as a whole with the global economy.

c) Operational activities

Advisory services

Provision of technical cooperation services, to countries of the region that request them, in connection with the evolution of the world economy and its impact on the region.

The execution of operational activities will be subject to the availability of extrabudgetary resources.

Subject area 1.2: National trade policies and market integration

a) Organization and substantive servicing of meetings of experts

Expert meeting to consider the room for action open to the Governments of the region as regards their policies for improving linkages with the global economy.

b) Non-recurrent publications

i) A study on the impact of multilateral, regional and hemispheric commitments on trade policies in the region.

ii) A study on ways to match trade policies with conditions of competitiveness in the Latin American and Caribbean countries.

iii) An annual study on the barriers raised by the United States against Latin American and Caribbean exports.

c) Operational activities

Advisory services

Provision of technical cooperation services, to countries of the region that request them, in connection with trade policies and their links with policies to further changing production patterns.

Subject area 1.3: Specific matters relating to changes in the structure of international competition

a) Non-recurrent publications

i) A study on the impact of international competition on the design of trade policies in the region.

ii) A study on new markets for the Latin American and Caribbean countries.

Subject area 1.4: Linkages with the global economy, sustainable growth and social equity

a) Organization and substantive servicing of meetings of experts

Expert meeting to examine the systemic nature of production changes taking place in the trade specialization of Latin America and the Caribbean and their effects on strategies for changing production patterns with social equity in the region.

b) Non-recurrent publications

A comparative study of experiences inside and outside the region with regard to the links between the export sector and the rest of the economy in the Latin American and Caribbean countries.

Subject area 1.5: Patterns of trade specialization

a) Non-recurrent publications

i) Two studies on the dynamism and structure of the region's international trade, by homogeneous groups, products and main agents.

ii) A study on the promotion of non-traditional exports and exports of manufactures, services and products of technology-intensive sectors.

iii) A study on technological development and exports, based on a comparative analysis of various Asian and Latin American experiences.

Subject area 1.6: International transport and competitiveness

a) Organization and substantive servicing of meetings of experts

A regional expert meeting to consider the sea transport situation of the region in relation to the globalization and vertical integration of services.

b) Recurrent publications

FAL Bulletin, a bimonthly publication on the facilitation of trade and transport in Latin America and the Caribbean.

c) Non-recurrent publications

i) A study on the adaptation of the region's sea transport services to its foreign trade needs.

ii) A study on the impact of the world economy on the system of sea transport conferences.

d) Intermediate activities

Support for the Board of the Cartagena Agreement (JUNAC), the Central American Maritime Transport Commission (COCATRAM), the Common Market of the South (MERCOSUR), the Conference of South American Ministers of Transport, Communications and Public Works, the Latin American Integration Association (LAIA), and the Permanent Secretariat of the General Treaty on Central American Economic Integration (SIECA) on matters of international sea and multimodal transport.

Subject area 1.7: Competitiveness of the mining sector of the countries of the region

a) Organization and substantive servicing of meetings of experts

Expert meeting to analyse changes in the competitiveness of the Latin American and Caribbean mining sector.

b) Non-recurrent publications

A study on the competitiveness of the Latin American and Caribbean mining sector in the latter part of the 1990s. Special attention will be given to consideration of the changes which have taken place in the location of world mining production, and an effort will be made to identify new forms of contracts and association in mining investment and the quantitative and qualitative changes that will take place in the region's share in the world market.

c) Operational activities

Advisory services

Provision of technical cooperation services, to countries that request them, in connection with mining investments and the competitiveness of the mining sector.

d) Intermediate activities

Support for the Latin American Mining Organization (OLAMI) with regard to the development of the mining sector.

Subject area 1.8: International trade and the environment

a) Organization and substantive servicing of meetings of experts

Expert meeting to examine the links between international trade and the environment, especially the applicability and scope of considerations of environmental quality and competitiveness in the region's trade relations with the rest of the world and the implementation of appropriate policies.

b) Non-recurrent publications

i) A study on considerations of environmental quality and competitiveness and their repercussions on the region's external trade. Special attention will be given to identification of the positive effects that an appropriate environmental policy can have on foreign trade, and the ecological barriers established by developed countries.

ii) A study on new business attitudes to reduce or eliminate the environmental impact of products or production processes, and their incidence on export promotion.

c) Operational activities

Advisory services

Provision of technical cooperation services, to countries that request them, in connection with the incorporation of environmental aspects in subregional and regional trade agreements and the coordination of environmental policies designed to comply with international agreements on trade.

The execution of operational activities will be subject to the availability of extrabudgetary resources.

2. Inter-agency cooperation and liaison

Activities under this subprogramme will be carried out mainly through the exchange of information and technical consultations with UNCTAD, WTO, SELA, the IDB and the OAS.

Depending on the subject area and the nature of the activities involved, periodic consultations will also be effected with other international, regional and subregional bodies. Thus, for the execution of the activities connected with globalization and changes in the international setting, periodic consultations will be effected with the staff responsible for the corresponding activities at United Nations Headquarters, New York, UNCTAD and SELA, as well as with the Latin American and Caribbean groups (GRULAC) in New York, Geneva and Brussels.

For the studies connected with trade policies and export promotion, periodic consultations will be held with LAIA, the Latin American Bank for Exports (BLADEX), the Andean Development Corporation (CAF), the Central American Bank for Economic Integration (BCIE) and the Caribbean Development Bank (CDB).

For the comparative studies between Latin America and the Asian economies, periodic consultations will be held with the corresponding United Nations regional economic commission: ESCAP.

In the area of international transport and competitiveness, close cooperation will be maintained with the Board of the Cartagena Agreement (JUNAC), the Central American Maritime Transport Commission (COCATRAM), the Common Market of the South (MERCOSUR), the Conference of South American Ministers of Transport, Communications and Public Works, the Latin American Economic System (SELA), the Latin American Integration Association (LAIA), the Latin American Railways Association (ALAF), the Meeting of National Customs Directors of Latin America, Spain and Portugal, and the Permanent Secretariat of the General Treaty on Central American Economic Integration (SIECA), as well as with the Inter-American Development Bank (IDB) and the World Bank.

Lastly, the studies on the competitiveness of the mining sector will be carried out in periodic consultation with the Latin American Mining Organization (OLAMI), JUNAC, LAIA and SELA, while the activities on international trade and the environment will be effected in collaboration with programmes and units of the United Nations System, especially the United Nations Environment Programme (UNEP).

3. Users and anticipated uses of outputs

The main users of the outputs of this subprogramme will be the government authorities and officials of the countries of the region, especially those concerned with the formulation, execution and management of strategies and policies in the areas of foreign trade and international trade negotiations. In the case of some outputs, users will also include government authorities and officials concerned with international transport, mining and the environment.

Major users of the outputs in question will also comprise various private sector institutions such as producers' and exporters' associations, Chambers of Trade, labour and professional organizations, and other promotion and development bodies concerned with the subject areas in question.

The outputs of the subprogramme will also be used by regional and subregional bodies, academic institutions, research centres, and other bodies concerned with technical cooperation.

Users will be reached through the distribution of documents and publications, the supply of information material and services, technical cooperation activities, periodic consultations and contacts, and participation in intergovernmental and expert meetings.

SUBPROGRAMME 2: INTEGRATION, OPEN REGIONALISM AND REGIONAL COOPERATION

Presentation

The challenge of reconciling economic globalization with regional integration agreements, so as to avoid the segmentation of the world economy into blocs, also arises at the intra-hemispheric level in connection with the phenomenon of the multiple commitments entered into by many countries of the region at the bilateral, multilateral, regional, subregional and hemispheric levels.

At the same time, the integration process in the region reflects the simultaneous advance of one-dimensional or limited-scope integration agreements, aimed at the liberalization of the markets for goods, services and factors of production (except labour), side by side with the growth of multi-dimensional or in-depth integration agreements which have already reached the stage of the formation of customs unions and aim to culminate in the establishment of common markets or economic unions, with the formulation of coordinated, harmonized or even jointly applicable policies.

The main objectives of this subprogramme are to contribute to the analysis of the conceptual and practical problems that will face the countries of the region as they advance in the fulfilment of the integration commitments they have already assumed or will assume in the future; to provide support for member States and subregional integration institutions at the analytical and operational levels, in order to further improve the free trade areas which have been set up in the region, ensure their eventual convergence, and —so far as possible— promote their transition from limited-scope integration processes to broader ones; and to devote ongoing attention to the analysis of the issues which take on growing importance in the context of the future in-depth integration of the region, such as the social dimension of regional integration and the development of an infrastructure which will facilitate the integration process, especially in the transport and energy sectors.

The programme of work for 1998-1999 comprises four subject areas. The first three cover activities connected with the evolution of and prospects for the integration process in the region, with special emphasis on the economic, regulatory and institutional aspects that will ensure the eventual convergence of the various agreements; the process of internationalization of Latin American companies, especially in relation to small and medium-sized firms; and the social dimension of integration in Latin America and the Caribbean. It is also planned to continue activities in support of the process of hemisphere-wide integration.

Lastly, subject area 2.4 relates to the development of suitable infrastructure for the integration process, especially regional transport infrastructure and services.

1. Activities

Subject area 2.1: Convergence of the integration process: economic, regulatory and institutional aspects

a) Non-recurrent publications

Two annual reports on the past evolution and future prospects of the integration process in Latin America and the Caribbean, each dealing with the following matters: i) evolution of intraregional trade and investment; ii) nature of trade: intra-industry trade; iii) the internationalization of Latin American and Caribbean companies; iv) convergence of the regional regulatory framework; and v) convergence of social regulation policies.

b) Operational activities

Advisory services

Provision of technical cooperation services, to countries of the region that request them, in connection with the evolution and future prospects of the regional integration process.

c) Intermediate activities

Support for the hemispheric integration process. At the Summit of the Americas, held in Miami, U.S.A., in December 1994, the Heads of State and Government agreed, inter alia, to set up the "Free Trade Area of the Americas" by the year 2005, and the OAS, the IDB and ECLAC were requested to support Governments in their efforts to attain that objective. These three institutions have been working together to fulfil that mandate and will assuredly continue to do so during the two years covered by this Programme of Work.

Subject area 2.2: Intraregional investments: the internationalization of Latin American companies

a) Organization and substantive servicing of meetings of experts

An expert meeting to compare open regionalism in Latin America and in Asia, especially as regards the behaviour of small and medium-sized firms.

b) Non-recurrent publications

i) A study on Asian experiences of open regionalism: intraregional investment, associations between firms, and technological innovation.

ii) A study on the role of smaller firms in the regional and subregional integration schemes of Latin America and the Caribbean.

c) Operational activities

Advisory services

Provision of technical cooperation services, to countries of the region that request them, in connection with the experiences of small and medium-sized firms in regional and subregional integration schemes.

The execution of operational activities will be subject to the availability of extrabudgetary resources.

Subject area 2.3: The social dimension of regional integration

a) Non-recurrent publications

A study on social aspects, benefits and costs of the integration process, with particular reference to employment and social security.

b) Advisory services

Provision of technical cooperation services, to countries of the region that request them, in connection with the social dimension of regional integration.

Subject area 2.4: Regional transport infrastructure and services

a) Organization and substantive servicing of meetings of experts

i) Regional expert meeting to consider options as regards institutional frameworks and market mechanisms which will make it possible to achieve and maintain a competitive balance between rail and road transport modes.

ii) An expert meeting on international transport intermediation in Latin America and the Caribbean and its linkages with global support services.

b) Non-recurrent publications

i) A study on the consequences of the various forms of railway privatization and granting of track maintenance concessions in terms of inter-modal splits and the efficiency of the land transport sector in Latin America.

ii) An analysis of the possible effects of competition in expanded markets on the evolution of land transport services in terms of technology and business organization.

iii) A study on factors favouring competition in transport intermediation services markets.

c) Intermediate activities

Support for the Latin American Integration Association (LAIA), the Latin American Railways Association (ALAF) and the Conference of South American Ministers of Transport, Communications and Public Works with regard to regional transport infrastructure and services.

The execution of the activities referred to in a) ii) and b) iii) above will be subject to the availability of extrabudgetary resources.

2. Inter-agency cooperation and liaison

Activities under this subprogramme will be carried out in close contact with SELA, the IDB and the OAS, the secretariats of the various integration bodies of the region, and government and private bodies responsible for integration matters.

For the execution of the activities connected with the regional transport infrastructure and services, close cooperation will be maintained with LAIA, ALAF and the Conference of South American Ministers of Transport, Communications and Public Works.

3. Users and anticipated uses of outputs

The main users of the outputs of this subprogramme will be government authorities and officials of the countries of the region, especially those concerned with regional integration and cooperation, as well as —in the case of some outputs— those concerned with regional transport.

Other main users of the outputs will be regional and subregional integration and cooperation bodies, academic institutions, research centres, and various private-sector organizations such as producers' associations, Chambers of Trade, and labour, professional and technical bodies concerned with the subjects in question.

Users will be reached through the distribution of documents and publications, the provision of technical cooperation, periodic consultations and contacts, and participation in intergovernmental and expert meetings.

SUBPROGRAMME 3: PRODUCTIVE, TECHNOLOGICAL AND ENTREPRENEURIAL DEVELOPMENT

Presentation

By the end of the present decade, most of the countries of Latin America and the Caribbean will have completed and consolidated the stabilization process and will have made progress in restructuring their economies. The main challenge will then be to speed up the rate of growth: a situation where their status as late-developing countries enables them to leapfrog some stages of technology and thus move more rapidly towards the frontier of international production possibilities. Such a strategy involves identifying the most suitable of the best practices and technologies available internationally, adapting them to local conditions, and rapidly spreading them among the economies of the region. In order to carry out this process, an adequate and growing infrastructure in the fields of science, technology and extension facilities will also be required.

At the same time, the systemic nature of the efforts needed in order to increase productivity makes it necessary for the countries of the region to implement micro- and meso-economic policies designed to support the modernization of their enterprises, including microenterprises and peasant production units, and to heighten the efficiency of the entrepreneurial environment in such areas as, for example, physical infrastructure, training systems, and the capital market.

Furthermore, since the Latin American and Caribbean region has an abundant endowment of natural resources, its development path will necessarily include a form of industrialization based on use of its available natural resources, together with expansion of the activities which tend to grow up around this production base. Areas of special interest in this respect include production complexes structured around fisheries, forestry, mining, energy resources and agriculture.

Lastly, designing a production development policy calls for in-depth analysis of the behaviour of various types of enterprises, ranging from small and medium-sized enterprises to large transnational corporations. The latter are the main factor in the current globalization and reordering of international markets and are also decisive agents in the process of technological innovation which is under way.

The general objectives of this subprogramme are to collaborate with the countries of the region in the analysis and implementation of policies and actions designed to strengthen the technological dimension of production activities, to increase competitiveness, to overcome bottlenecks in key production factor markets, and to stimulate entrepreneurial development; to contribute to a better knowledge of production complexes structured around natural resources, with a view to identifying suitable policies for strengthening and developing them; and to analyse in greater depth the behaviour of the various types of enterprises, ranging from small and medium-sized enterprises to large transnational corporations, with special attention to the potential contribution of the latter to the economic development of the countries of the region. A further objective is to support the countries of the region in their efforts to increase the overall efficiency of the urban and interurban transport infrastructure.

The activities planned for the 1998-1999 biennium fall under eight subject areas. The first five subject areas cover activities relating to production dynamics and the design of competitiveness policies in the countries of the region; the potential of production complexes structured around natural resources; the analysis of changes in the markets for factors of production and their interrelations with macro-, meso- and microeconomic aspects, population dynamics, and technological development; the development of technological innovation systems and their adaptation to the requirements of competitiveness and international linkages; and the factors determining the behaviour of key agents such as transnational corporations, national groups, and small and medium-sized enterprises.

The sixth and last subject area covers activities relating to urban and interurban transport, a sector in which major problems are foreseen because of the greater demands that will be placed on a physical infrastructure that cannot be greatly expanded in the short term.

1. Activities

Subject area 3.1: Analysis of production dynamics and design of competitiveness policies in Latin America and the Caribbean

a) Organization and substantive servicing of meetings of experts

i) Expert meeting to analyse changes in the industrial structure and international competitiveness of the region.

ii) Expert meeting to consider proposed industrial competitiveness policies.

iii) Expert meeting to analyse the results of the study on the competitive status of the countries of the region in the area of agricultural and agroindustrial products.

iv) Expert meeting to analyse the conclusions of the studies on the role of transnational corporations in the promotion of exports.

b) Non-recurrent publications

i) Four analytical studies on changes in the industrial structure and international competitiveness of the region, with emphasis on proposals for competitiveness policies.

ii) A study on the competitive status of the countries of the region in the area of agricultural and agroindustrial products.

iii) Two case studies on transnational corporations, foreign investment and foreign trade, in countries or sectors yet to be determined.

iv) A document containing a summary analysis and conclusions on transnational corporations, foreign investment and foreign trade.

v) A comparative study of national strategies and policies with regard to foreign direct investment and its impact on the international competitiveness of the recipient economies.

c) Technical material

Annual updating of two computer programs: CAN (Analysis of the competitiveness of countries) and PADI (Programme for the analysis of industrial dynamics).

d) Operational activities

i) Advisory services

Provision of technical cooperation services, to countries that request them, in connection with industrial restructuring and competitiveness policies.

ii) Group training

- Cooperation with government bodies and academic institutions of countries of the region which so request for the organization of training courses or workshops on the use of the CAN and PADI computer programs.

- Cooperation with government bodies and academic institutions of countries of the region which so request in the holding of post-graduate courses on subjects related with industrial restructuring and international competitiveness.

e) Intermediate activities

i) Formulation of a regional-scope project on the performance and incidence of small and medium-sized firms in industry and agriculture, and their effects on environmental sustainability.

ii) Formulation of a regional-scope project to analyse changes in industrial competitiveness policies and make alternative proposals in this respect.

The execution of operational activities and of those referred to in a) iv), b) iii), b) iv) and b) v) will be subject to the availability of extrabudgetary resources.

Subject area 3.2: Potential of natural resource-based production complexes

a) Organization and substantive servicing of meetings of experts

i) Expert meeting to analyse the impact of the expansion of natural resource-based production complexes on the development process and competitiveness of the region.

ii) Expert meeting to consider the design of policies to promote the development of rural production with linkages to medium-sized cities.

b) Non-recurrent publications

i) Two studies on the potential of natural resource-based production complexes —such as supply and processing industries and services, or industries and services with linkages based on similar technological or management structures— with a view to identifying suitable policies for strengthening the production complexes being developed in the region.

ii) A study on the development of rural production with linkages to medium-sized cities.

c) Operational activities

i) Advisory services

Provision of technical cooperation services, to countries that request them, in connection with industrial development based on the processing of natural resources.

ii) Group training

Cooperation with government bodies and academic institutions of countries of the region that so request, for the holding of post-graduate courses on subjects related to the above.

d) Intermediate activities

i) Five case studies on the development of rural production with linkages to medium-sized cities, in spatial areas yet to be determined.

ii) Formulation of a regional-scope project on development based on the industrial processing of natural resources.

A project on the development of rural production with linkages to medium-sized cities is scheduled to be put into effect during the biennium.

The execution of operational activities and of those referred to in a) ii) and d) i) will be subject to the availability of extrabudgetary resources.

Subject area 3.3: Analysis of changes in factor markets in the region and their relation with macro-, meso- and microeconomic aspects, population dynamics, and technological development

a) Organization and substantive servicing of meetings of experts

Expert meeting to consider the reasons for changes in factor markets in the region and to make suggestions for the formulation of policies in this respect.

b) Recurrent publications

Inversión extranjera en América Latina y el Caribe: annual publication (one issue in each year of the biennium).

c) Non-recurrent publications

i) A study on the factor markets of the region, with emphasis on the identification and analysis of the reasons for the changes observed in these markets. Special attention will be devoted to the relations with macro-, meso- and microeconomic aspects, population dynamics, and technological development.

ii) Two documents updating information on the legal framework for foreign investment in Latin America and the Caribbean and statistical data on such investment (one document in each year of the biennium).

iii) Two reports on transnational corporations and foreign investment, in areas yet to be determined.

d) Technical material

Development and updating of the data base on foreign investment in Latin America and the Caribbean, which covers both the legal framework and statistical data.

Subject area 3.4: Technological innovation systems in the region and their adaptation to the requirements of competitiveness and international linkages

a) Organization and substantive servicing of meetings of experts

Expert meeting to analyse the studies on technological innovation systems to meet the requirements of the competitiveness and international linkages of the region.

b) Non-recurrent publications

i) Two case studies on transnational corporations and their impact on technological modernization and improvement of the international competitiveness of the economies of the region.

ii) Two studies on technological innovation and technology transfer systems, one dealing with the industrial sector and the other with agriculture.

c) Intermediate activities

Five case studies on technological innovation systems to meet the requirements of selected countries of the region in terms of competitiveness and international linkages.

A project on systems of technological innovation and technology transfer is scheduled to be put into effect during the biennium.

Subject area 3.5: Factors determining the behaviour of key agents such as transnational corporations, national groups and small and medium-sized companies

a) Non-recurrent publications

i) A study on the impact of changes in the strategies of transnational corporations on the economies of the region.

ii) A study on the internationalization of Latin American companies through investment abroad, both inside and outside the region.

iii) A study on the dynamics of small and medium-sized companies in the region.

iv) A study on new conditioning factors (both external and internal) and policy criteria for maximizing the contribution of transnational corporations to the development of their host economies.

b) Operational activities

Advisory services

Provision of technical cooperation services, to countries that request them, in connection with policy options for maximizing the contribution of transnational corporations to development.

Subject area 3.6: Urban and interurban transport

a) Organization and substantive servicing of meetings of experts

An expert meeting to analyse the transport policies applied and the solutions found for urban congestion in the major urban areas of the region.

b) Non-recurrent publications

i) A study evaluating the impact of the growth of cargo and passenger flows on the development of the urban centres in question.

ii) A comparative evaluation of the options for improving urban transport in the region by investments in extra physical capacity or measures to change the spatial, modal or temporal breakdown of demand.

c) Intermediate activities

Support for the Conference of South American Ministers of Transport, Communications and Public Works and the Permanent Secretariat of the General Treaty for Central American Economic Integration (SIECA) on matters connected with urban and interurban transport.

The execution of the activity referred to in b) ii) will be subject to the availability of extrabudgetary resources.

The execution of operational activities and of the activity referred to in d) above will be subject to the availability of extrabudgetary resources.

2. Inter-agency cooperation and liaison

Activities under this subprogramme will be carried out in close collaboration with government, academic and private sector bodies concerned with the subjects in question, as well as with FAO, UNCTAD, UNIDO, UNDP and the Inter-American Institute for Cooperation on Agriculture (IICA). Mutual collaboration relations will also be maintained with various international and regional bodies such as the World Bank, IDB and SELA.

Depending on the subject area and the nature of the activities in question, periodic consultations will also be effected with other international, regional and subregional bodies.

Lastly, in the execution of activities in the area of urban and interurban transport, close cooperation will be maintained with the Conference of South American Ministers of Transport, Communications and Public Works and with SIECA.

3. Users and anticipated uses of outputs

The main users of the outputs of this subprogramme will be government authorities and officials, especially those concerned with the analysis, design and implementation of policies concerning the production, technological and entrepreneurial development of industry and agriculture, foreign investment and transnational corporations, and technological innovation systems. In the case of some outputs, users will also include government authorities and officials concerned with urban and interurban transport.

Major users of the outputs will also include various private sector institutions such as business, labour and professional organizations, universities and other academic and research institutions, and centres for the development and dissemination of technology.

Users will be reached through the distribution of documents and publications, the provision of information material and services, technical cooperation activities, periodic consultations and contacts, and participation in intergovernmental and expert meetings.

SUBPROGRAMME 4: ECONOMIC AND INSTITUTIONAL REFORMS AND POLICIES

Presentation

The Governments of the region are carrying out important reforms and implementing macroeconomic and institutional policies which aim to introduce new ways of operating into their economies. The ECLAC secretariat collaborates with them in their analysis, in monitoring the results and in the expansion of their information systems, in order to improve public and private decision-making and the evaluation of results. In the macroeconomic sphere, it monitors policy in order to produce the Economic Survey, the Economic Panorama and the Preliminary Overview, which, as they are based on comparable information, are the most up-to-date sources of macroeconomic assessment available in the region.

Examination of fiscal, monetary and exchange rate reforms and of the corresponding policies is carried out in close collaboration with Governments, and allows conclusions to be drawn on successes, difficulties and challenges. In this respect, it is expected that over the coming years increasing attention will need to be paid to policies which strengthen domestic capacity to generate financial resources intended for investment, and also allow the institutions and instruments which channel those resources into the accumulation of capital to function smoothly.

The main objectives of the programme are: i) drawing up a systematic account of the application of economic policies and reforms and evaluating their impact on the performance of the region's economies; ii) participating actively with Governments in the formulation of those policies and reforms; and iii) improving the collection, processing and dissemination of the economic statistics needed to take decisions in the public and private sectors.

The programme of work for the 1998-1999 biennium consists of five subject areas. The first two areas cover activities relating to analysis of economic trends in Latin America and the Caribbean and of development strategies and economic and social policies in the region. The third covers activities relating to saving, investment and finance, while the fourth concerns the management of information for development.

The fifth and last subject area comprises activities related to analysis of the developed economies of the hemisphere and their incidence on the Latin American and Caribbean countries.

1. Activities

Subject area 4.1: Overall and sectoral analysis of the performance of the Latin American and Caribbean economies

Recurrent publications

a) Economic Survey of Latin America and the Caribbean, 1997-1998

b) Economic Survey of Latin America and the Caribbean, 1998-1999

This publication is prepared annually and basically comprises two parts. Part One is devoted to a global overview of the recent evolution of Latin America and the Caribbean and analyses the changes that have taken place in the region in the context of the international economy, as well as economic policy, structural problems affecting the various types of economies, evolution of the level of activity, total supply and demand, performance in terms of investment, saving and consumption, inflation, employment and wages, and the external sector. Part Two contains reports on individual countries of the region, for each of which a systematic analysis of its economic evolution is presented. The publication is accompanied by a set of statistical tables, distributed in the form of diskettes, providing information on growth, employment, foreign trade, the balance of payments, external indebtedness, prices, wages, and monetary and fiscal accounts. Each April, a brief preliminary report is prepared on the economic evolution of the region during the previous year (primarily for submission to the Economic and Social Council), which serves as a preview of the Economic Survey of Latin America and the Caribbean.

c) Economic Panorama of Latin America, 1998

d) Economic Panorama of Latin America, 1999

This report, which is published in September of each year, contains a brief but systematic analysis of the region's economic performance and current policies, as well as a set of key statistical tables on trends during the first half of the year in economic growth, unemployment, the external sector, inflation, wages and salaries, and other significant economic variables in the nine or ten largest economies of the region.

e) Preliminary Overview of the Economy of Latin America and the Caribbean, 1998

f) Preliminary Overview of the Economy of Latin America and the Caribbean, 1999

The Preliminary Overview, which is published at the end of each year, describes and assesses the region's economic performance during the year. It presents the latest detailed information on the comparative evolution of the macroeconomic variables of the region as a whole and of most of the countries in it. This publication is presented at an annual press conference held by the Executive Secretary of ECLAC at the end of December.

Subject area 4.2: Analysis of development strategies and economic and social policies in Latin America and the Caribbean

a) Organization and substantive servicing of meetings of experts

i) Expert meeting to analyse the conclusions of the document on economic reforms and their incidence on strategies for changing production patterns with social equity.

ii) Expert meeting to analyse the conclusions of the document on productivity trends in the economies of the region and their effects on the macroeconomic variables.

b) Non-recurrent publications

i) A study on economic reforms and their incidence on strategies for changing production patterns with social equity. Special attention will be given to analysis of privatization processes and their effects on global and sectoral investment, as well as the nature and functioning of new institutions set up to regulate privatized enterprises in sectors which are natural monopolies.

ii) A study on economic policies designed to help withstand external shocks, with emphasis on the analysis of fluctuations in capital flows in highly volatile situations and their impact on the domestic economy in such aspects as the exchange rate, saving, and stability of the banking sector.

iii) A study on productivity trends in the economies of the region and their effects on the macroeconomic variables, especially economic growth, employment and the balance of payments. Special attention will be given to policies designed to raise productivity through the creation of highly skilled, high-income jobs.

iv) A study on social expenditure and its capacity to increase equity in Latin American societies without upsetting macroeconomic stability. Special emphasis will be placed on the analysis of expenditure on education and health and its impact on the fiscal accounts, income distribution and the reduction of poverty.

c) Technical material

Organization, development and maintenance of a data bank on various aspects connected with economic development.

d) Operational activities

Advisory services

i) Provision of technical cooperation services, to countries of the region that request them, in connection with the identification of policies to promote investment and productivity, deal with problems of financial flows, increase equity through social policies, and design suitable institutions for facilitating these aims.

ii) It is expected that in the course of the biennium two lines of work will continue to be developed in critical areas of economic policy: the first, on improved implementation of fiscal policies (revenues, expenditure, tax administration and institutional aspects); the second, on decentralization of public finances. Both lines of work are consistent with support for a second phase of economic reforms.

The execution of operational activities will be subject to the availability of extrabudgetary resources.

Subject area 4.3: Saving, investment and financing

a) Non-recurrent publications

i) A document analysing and evaluating economic policies designed to promote national saving.

ii) A study on national experiences in attracting funds and their intermediation in financing investment, with special reference to banks and investment funds.

iii) A study on innovative national experiences in financing policies to deal with basic social needs in a specific area yet to be determined: either health financing systems or systems for financing low-cost housing.

b) Operational activities

Advisory services

Provision of technical cooperation services, to countries of the region that request them, in connection with policies designed to increase national saving and promote the development of banks and investment funds, and in aspects connected with financing health and housing policies.

The execution of operational activities and of the activity referred to in a) iii) will be subject to the availability of extrabudgetary resources.

Subject area 4.4: Information management for development

a) Non-recurrent publications

i) A document on trends in information and communications technologies and industries and their impact on development (this document is planned to be made available in electronic format also).

ii) A document on the situation and trends in the formulation and application of public policies connected with development of the information sector.

iii) A study on the interrelations between information management, public management and reform of the State.

b) Operational activities

i) Advisory activities

Provision of technical cooperation services, to countries of the region or regional cooperation and integration bodies that request them, in connection with information management and modernization of the organization of public management in the sphere of information.

ii) Group training

- Three national seminars on information management.

- Two intensive training workshops on specialized aspects and techniques of information management.

c) Intermediate activities

i) Support for the inter-divisional preparation of information/technological outputs of high added value disseminated through the latest information media (CD-ROM disks, data bases and INTERNET pages) under the auspices of the Information Management Committee.

ii) Monitoring of the regional and international situation as regards information management; provision of guidance and information services on current policies, upcoming issues and innovative experiences in the area of information systems (including intensive use of INTERNET).

A project on new trends in information management, including appropriate training, is scheduled to be put into effect during the biennium.

The execution of operational activities will be subject to the availability of extrabudgetary resources.

Subject area 4.5: Analysis of the developed economies of the hemisphere and their incidence on the countries of Latin America and the Caribbean

a) Non-recurrent publications

i) Two annual information notes on the United States economy (English only).

ii) Two annual information notes on the Canadian economy (English only).

iii) Two annual information notes on the Puerto Rican economy.

b) Information material and services

CEPAL News (24 issues): monthly publication in English by the ECLAC Office in Washington, D.C.

c) Intermediate activities

i) Distribution of ECLAC documents through the ECLAC Office in Washington, D.C.

ii) Collection, analysis and transmission of information from the ECLAC Washington Office to ECLAC headquarters, subregional headquarters and local offices.

2. Inter-agency cooperation and liaison

Activities under this subprogramme will be carried out in consultation with various programmes and units of the United Nations system, as well as with other international, regional and subregional bodies, depending on the subject areas involved.

For the execution of the activities relating to analysis of the economies and economic policies of the Latin American and Caribbean countries, especially the activities for preparing the Economic Survey, the Economic Panorama, and the Preliminary Overview, regular contacts will be maintained with government institutions of the countries of the region. These three publications will serve, in turn, as inputs for the work of the United Nations Department for Economic and Social Information and Policy Analysis (DESIPA), especially for the preparation of that Department's World Economic Survey.

Activities in the area of saving, investment and finance will mainly be carried out under the ECLAC/UNDP Joint Regional Project.

Activities in the area of information management for development will be carried out through consultations with regional integration bodies such as the Central American Integration System (SICA), SIECA and the Institute for Latin American Integration (INTAL), as well as with the Latin American Centre for Development Administration (CLAD) and the Central American Institute of Public Administration (ICAP).

3. Users and anticipated uses of outputs

The main users of the outputs of this subprogramme will be Ministries of Economic Affairs and Finance, economic and social planning offices, universities and other academic institutions, libraries, researchers and academics concerned with economic and social development issues, international economic and financial bodies, and other interested parties.

The Economic Panorama and Preliminary Overview are publications that receive intensive utilization both inside and outside the region. Among their main users are government authorities and officials, international bodies, banks and other private sector bodies, economic research institutes and centres and, in general, all those institutions, executives and researchers who need timely access to information and indicators and analyses of them in order to keep abreast of economic trends in the countries of the region.

The Economic Survey will also be used by universities and academic institutions, which routinely include it in the bibliographies of their study programmes.

These three studies will be given very broad distribution through an updated mailing list of institutions and individuals. The national and international communications media are important recipients of these publications, since they help to expand their dissemination and impact. They will also be on sale to the general public.

Users will be reached through the distribution of documents and publications, the provision of technical cooperation, periodic consultations and contacts, and participation in governmental and expert meetings.

SUBPROGRAMME 5: SOCIAL UNDERPINNING OF ECONOMIC DEVELOPMENT

Presentation

The main challenges on Governments' new social agenda include confronting the social consequences of the recession of the 1980s, reforming social security, education and health institutions and policies, and strengthening human capital in order to underpin economic development.

The ECLAC secretariat, through various activities, has helped the countries of the region to meet these challenges better. In collaboration with their Governments, the secretariat analyses health, education and social security reforms and discusses new policy proposals. Particular attention has been given to the subject of education and to policies geared to strengthening human capital in the region in the medium and long term. The secretariat has exerted itself to assist in developing national capabilities for producing timely and reliable information on poverty, children, youth, the family and gender. It has also established a data bank which can provide up-to-the-minute information on a wide variety of topics. The Social Panorama produced by ECLAC is also a pioneering publication in policy evaluation and analysis of Governments' social agendas.

The general objectives of this subprogramme are to support the Governments of the region in the design and monitoring of social policies and of social policy reform and adjustment. There is a permanent need for evaluation and adjustment, given the innovative social reform efforts being made in the region. Other objectives pursued by this subprogramme are to provide analyses of the social, economic and institutional effects associated with the cultivation, trafficking and consumption of drugs and to propose integrated intersectoral strategies for tackling them.

The work programme for the biennium 1998-1999 consists of five subject areas. The first four areas deal with the execution of activities connected with the formulation, management and assessment of social policies, programmes and projects; diagnostic studies of the social situation of the population as a whole and of specific groups, with special attention to poverty; the impact of economic and social development policies on well-being and equity; analysis of the effects associated with the cultivation, trafficking and consumption of drugs, and integrated strategies to tackle them; and social statistics for Latin America and the Caribbean. The fifth and final subject area deals with the activities to be carried out in connection with the integration of women into Latin American and Caribbean development.

1. Activities

Subject area 5.1: Formulation, management and evaluation of social policies, programmes and projects

a) Substantive servicing of intergovernmental meetings

Meeting of government authorities to analyse the successes and limitations of social policy reforms.

b) Organization and substantive servicing of meetings of experts

Expert meeting to analyse the successes and limitations of social policy reforms.

c) Non-recurrent publications

i) Four comparative studies of policy reforms, especially in the education and health sectors, with emphasis on analysis of aspects relating to increases in coverage and equity, improvements in quality, and decentralization. These studies will be published in the Políticas sociales series.

ii) Two studies on changes in the public-private mix and the generation of quasi-market mechanisms in the provision of social services.

iii) Two studies on the effects of sectoral reforms on the productivity of national human capital in selected countries of the region.

iv) Two comparative studies of management reforms in the provision of social services.

d) Operational activities

i) Advisory services

Provision of technical cooperation services, to member countries that request them, in connection with the evaluation of social policies, programmes and projects.

ii) Group training

- Organization of two regional courses on the evaluation of social policies, programmes and projects, for a selected group of government technicians and university professors working in the area of social projects.

- Organization of national training courses on methods for the formulation and evaluation of social programmes and projects, for government technical staff (it is planned to hold four courses during the biennium).

The execution of operational activities will be subject to the availability of extrabudgetary resources.

Subject area 5.2: Diagnostic studies of the social situation of the population as a whole and of specific groups, with emphasis on poverty

a) Recurrent publications

i) Social Panorama of Latin America, 1998

ii) Social Panorama of Latin America, 1999

This publication is prepared annually as a joint project of the Social Development Division and the Statistics and Economic Projections Division. Its emphasis is on current aspects, but it also takes a medium-term view, its main subject areas being employment, income distribution, poverty and social expenditure, together with measurements of inequality between economic and social strata, between the sexes, and between rural and urban areas of residence, both in terms of living conditions and opportunities of social mobility. It also includes a social agenda in which the issues of a social nature of greatest importance in the public and political debates of the various countries of the region are analysed in order to identify the different priority issues and the attitudes taken to them. Each issue of the Social Panorama also deals in greater depth with a selected central topic.

During the biennium, an effort will be made to gradually increase the number of countries dealt with, to update the information with the most recent available figures, and to cover the most outstanding aspects of social development, especially those relating to social policies (education, health, social security and housing) and trends in social stratification. Increasing efforts will be made to expand the range of basic information sources.

With regard to the sources of statistical information, the processing of household surveys will be updated and given greater continuity, and efforts will be made to incorporate other types of information available in the region, mainly through the reprocessing of administrative records.

b) Operational activities

Advisory services

Provision of technical cooperation services, to member countries that request them, in connection with methods for the collection and analysis of statistical information for the preparation or updating of social diagnostic studies.

The execution of operational activities will be subject to the availability of extrabudgetary resources.

Subject area 5.3: Effects of economic and social development policies on well-being and equity

a) Organization and substantive servicing of meetings of experts

Expert meeting on economic and social changes, critical obstacles in the human capital and labour markets, and their effects on well-being and equity.

b) Non-recurrent publications

Two studies on the effects of economic and social development policies on well-being and equity, with emphasis on proposals for active instruments to make it possible to overcome critical obstacles in the main human capital and labour markets.

Subject area 5.4: Analysis of the effects associated with the cultivation, trafficking and consumption of drugs, and integrated strategies for combatting them

a) Substantive servicing of intergovernmental meetings

Meeting of government authorities to decide on integrated and intersectoral strategies to deal with the drug problem.

b) Organization and substantive servicing of meetings of experts

Expert meeting to analyse and typify the social, economic and institutional contexts and impacts of the cultivation, trafficking and consumption of drugs.

c) Non-recurrent publications

Three studies on the social, economic and institutional effects associated with the cultivation, trafficking and consumption of drugs. Special attention will be paid to the characterization of these effects in the light of such dimensions as violence, disintegration of the family, erosion of governance and macroeconomic incidence, and various programmes which are being applied in the countries of the region will be evaluated in order to put forward proposals for integrated and intersectoral strategies for dealing with these problems.

Subject area 5.5: Integration of women into Latin American and Caribbean development

a) Substantive servicing of intergovernmental meetings

Meetings of the Presiding Officers of the Regional Conference on the Integration of Women into the Economic and Social Development of Latin America and the Caribbean (two meetings are scheduled during the biennium).

b) Organization and substantive servicing of meetings of experts

Expert meetings to consider priority issues arising from the Regional Programme of Action for the Women of Latin America and the Caribbean (two meetings are scheduled during the biennium).

c) Substantive servicing of inter-agency meetings

Inter-agency meetings with United Nations bodies and specialized agencies (two meetings are scheduled during the biennium).

d) Non-recurrent publications

i) Reports of activities by the Secretariat and substantive documentation for the meetings of the Presiding Officers.

ii) Four issues in the series Mujer y desarrollo, dealing with issues arising from the expert meetings.

e) Operational activities

i) Advisory services

Provision of technical cooperation services, to countries of the region that request them, in connection with the design of policies and the creation and strengthening of institutions relating to the integration of women in development.

ii) Group training

Provision of support, at the request of the countries concerned, for training activities on gender-related issues and development carried out by government bodies, non-governmental organizations, universities and academic centres.

f) Intermediate activities

i) Documentation and reports of the meetings of the Presiding Officers.

ii) Reports for presentation at inter-agency meetings of the United Nations system.

iii) Studies on specific matters which serve to strengthen the links between women's issues and the work of the ECLAC system.

2. Inter-agency cooperation and liaison

Activities under this subprogramme will mainly be carried out in close collaboration with government institutions concerned with the social area and with the OAS, UNDP, UNESCO, UNICEF, UNFPA and PAHO. There will also be increasingly close collaboration with the World Bank and the IDB.

Depending on the subject area and the nature of the activities involved, specific relations will also be maintained with other international, regional and subregional bodies. Thus, for example, activities in respect of analysis of the effects associated with the cultivation, trafficking and consumption of drugs and integrated strategies to tackle them will be carried out within the framework of the Global Programme of Action on International Cooperation Against the Illicit Production, Supply, Demand, Trafficking and Distribution of Narcotic Drugs and Psychotropic Substances and in close collaboration with the United Nations International Drug Control Programme and government bodies with responsibilities in this area.

Lastly, In the area of the integration of women into development, collaboration will continue with various bodies of the United Nations system, especially the Division for the Advancement of Women of the Centre for Social Development and Humanitarian Affairs (CSDHA), the United Nations Development Fund for Women (UNIFEM), and the International Research and Training Institute for the Advancement of Women (INSTRAW). Close collaboration will also be maintained with specialized bodies of the United Nations at the regional level, especially for the coordination of activities relating to women.

3. Users and anticipated uses of outputs

The main users of the outputs of this subprogramme will be government authorities and officials of the countries of the region, especially those concerned with the formulation, execution and management of policies, programmes and projects in the social area and those related to the integration of women into development.

Other major users of the outputs will include regional and subregional bodies, universities and other academic institutions, research centres, and other non-governmental bodies and organizations concerned with the subject areas in question.

Users will be reached through the distribution of documents and publications, the provision of informational material and services, technical cooperation activities, periodic consultations and contacts, and participation in intergovernmental and expert meetings.

SUBPROGRAMME 6: STRATEGIC ADMINISTRATION AND STATE REFORM

Presentation

Increasing the positive impact of public action on the efficiency and effectiveness of the economic system as a whole requires, among other things, an improvement in the quality of public administration and, accordingly, adaptation of State institutions. It also demands a stable and predictable context which favours the development of private activity. Thus, strengthening the institutions which encourage development, and improving the State's administrative capacity and modernizing the State are matters of priority for the programme of work.

The general objectives of this subprogramme are, first, to highlight the need for Governments and societies, working in tandem, to develop sustained support by society for economic and social change; and, secondly, to promote a medium-term strategic view which combines the technical and political dimensions and promotes the implementation of policies based on consensus-building and civic participation in relation to such change.

The subprogramme focuses on three main areas. One, more global in nature, covers the interaction of economic reforms and strategic public administration, with an emphasis on the development of new institutional capacities to match emergent public functions. The second relates to public policy design and optimization, and to the development of methodologies and procedures of evaluation at the various levels of government. The third concentrates on the analysis of organizational innovation and the experiences of institutional development which accompany, on the one hand, regional and local decentralization processes and, on the other, deregulation of economic activity and establishment of regulatory frameworks for sectors which are not naturally competitive.

The activities programmed for 1998-1999 include the tasks entrusted to the Latin American and Caribbean Institute for Economic and Social Planning. These tasks are grouped in five subject areas which cover the execution of activities —mainly in the fields of training, applied research and advisory services— relating to public sector programming, decentralization and development, regional policies and planning, investment projects and programming, and cooperation among the planning bodies of Latin America and the Caribbean.

Two other subject areas have been added. The first covers activities relating to changes in the management of mining resources in the countries of the region and reform of the energy sector in Latin America and the Caribbean. The second deals with institutional aspects of development.

1. Activities

Subject area 6.1: Public sector programming

a) Non-recurrent publications

i) A study on the follow-up and organization of the economic reforms under way in the countries of the region.

ii) A review of methods for evaluating budget policy.

iii) A study on the institutional framework and organizational arrangements for the regulation of public services.

b) Information material and services

Brochures on the International Course on Economic Reforms and Strategic Public Management (one issue in each year of the biennium).

c) Operational activities

i) Advisory services

Provision of technical cooperation services, to countries of the region that request them, on matters connected with public sector programming.

ii) Group training

International Courses on Economic Reforms and Strategic Public Management, each for approximately 35 middle- and upper-level government officials of the economic area and participants from universities of the countries of the region (one course in each year of the biennium).

d) Intermediate activities

Promotion of courses, selection of participants, design of curricula, organization and preparation of teaching material, design of workshops and seminars, and direction and coordination of the courses.

The execution of these activities will be subject to the availability of extrabudgetary resources.

Subject area 6.2: Decentralization and development

a) Technical meetings

Two technical seminars in preparation for training activities on decentralization and development (one in each year of the biennium).

b) Non-recurrent publications

i) Two studies on local economic development.

ii) Two documents on development, strategic consensus-building and generation of employment.

iii) Two studies on decentralization and citizen participation.

c) Operational activities

i) Advisory services

Provision of technical cooperation services, to countries that request them, in connection with decentralization, promotion of local production and economic development, and strategic consensus-building for the generation of productive employment.

ii) Group training

- Two international courses on decentralization, economic development and strategic consensus-building (one in each year of the biennium).
- A seminar on decentralization and citizen participation in Chile.

The execution of these activities will be subject to the availability of extrabudgetary resources.

Subject area 6.3: Regional policies and planning

a) Technical meetings

i) A technical meeting on local development experiences in Latin America and Spain.

ii) A technical meeting on culture, social actors and regional development.

b) Non-recurrent publications

i) A study on the engineering of territorial planning.

ii) A comparative study on the results of regional development strategies in a country of the region.

iii) A study on the present state of decentralization processes in Latin America and the Caribbean.

c) Operational activities

i) Advisory services

Provision of technical cooperation services, to countries of the region that request them, in connection with regional development management.

ii) Group training

Two five-week international courses, entitled Integrated Laboratory on the Design of Regional Strategies (LIDER), for approximately 30 participants per course (one course to be given in each year of the biennium).

The execution of these activities will be subject to the availability of extrabudgetary resources.

Subject area 6.4: Investment projects and programming

a) Technical meetings

i) A technical meeting on information systems for local management.

ii) A technical meeting on harmonizing public and private investments.

b) Non-recurrent publications

i) A study on the identification, preparation and evaluation of social programmes at the local level.

ii) A document on new approaches in investment programming.

iii) A study on the identification, preparation and evaluation of tourism projects.

iv) A study on household solid waste projects which incorporate evaluation of the environmental impact.

c) Operational activities

i) Advisory services

Provision of technical cooperation services, to countries of the region that request them, in connection with investment programming and methods for the preparation and evaluation of projects and programmes.

ii) Group training

Two international courses on the identification, preparation and evaluation of investment projects at the local level.

The execution of these activities will be subject to the availability of extrabudgetary resources.

Subject area 6.5: Cooperation among planning bodies of Latin America and the Caribbean

a) Intergovernmental meetings

Organization and substantive and technical servicing of meetings of national planning bodies: i) tenth Conference of Ministers and Heads of Planning of Latin America and the Caribbean; ii) eleventh meeting of the Regional Council for Planning, and iii) twentieth meeting of the Presiding Officers of the Regional Council for Planning.

b) Non-recurrent publications

Four issues of the Boletín del Instituto (two in each year of the biennium).

The execution of these activities will be subject to the availability of extrabudgetary resources.

Subject area 6.6: Changes in the management of mining resources and reform of the energy sector in Latin America and the Caribbean

a) Organization and substantive servicing of meetings of experts

Expert meeting to analyse changes in the management of mining resources in the countries of Latin America and the Caribbean.

b) Non-recurrent publications

i) A study on changes in the management of mining resources in the region, with emphasis on analysis of the new role of the State and of national and foreign private investment.

ii) A study on the regulation of the energy markets of the region in the later 1990s, centred on analysis of the changes in the organizations and institutional structure of those markets. Special attention will be paid to the new regulatory frameworks for electricity and hydrocarbons, the role assumed by government bodies dealing with the energy sector, and changes in the entrepreneurial structure of the sector.

c) Operational activities

Advisory services

Provision of technical cooperation services, to countries that request them, in connection with the management of mining resources.

d) Intermediate activities

Support for the Latin American Mining Organization (OLAMI) regarding the management of mining resources, and to the Latin American Energy Organization (OLADE), regarding the management and regulation of the energy sector.

The execution of operational activities will be subject to the availability of extrabudgetary resources.

Subject area 6.7: Institutional aspects of development in Latin America and the Caribbean

a) Technical meetings

A technical meeting on experiences relating to institutional aspects of development policies.

b) Non-recurrent publications

A study on the analysis of institutional aspects of development and the consolidation of institutional influences on changing production patterns with social equity in the region.

c) Technical material

Technical documents on national and sectoral experiences as input for the analysis of institutional aspects of development and the institutional influences on changing production patterns with social equity in the region.

d) Operational activities

Advisory services

Provision of technical cooperation services, to countries that request them, on institutional aspects of development in the region.

The execution of these activities will be subject to the availability of extrabudgetary resources.

2. Inter-agency cooperation and liaison

The activities of this subprogramme will be carried out in close collaboration with the national planning bodies of Latin America and the Caribbean, as well as with universities and research centres, private sector bodies, and non-governmental organizations concerned with public policy planning and coordination.

Depending on the subject area and the nature of the activities concerned, specific relations will also be maintained with other bodies. In this respect, activities in the area of public sector programming will be carried out in close collaboration with the International Institute for Public Administration (IIAP) of the French Government, the General Secretariat for Planning and the Budget of the Spanish Government, and the Inter-American Public Budget Association (ASIP).

In the area of social policies and programmes, the activities will be carried out in collaboration with ILO and FLACSO.

Activities in respect of changes in the management of mining resources in the countries of the region will be carried out in collaboration with Ministries of Mining and national bodies representing the private sector, in coordination with OLAMI, and in close collaboration with OLADE. The studies which refer to the subregion of Mexico and Central America will be carried out in collaboration with the Central American Electrification Council, the Central Bank for Economic Integration (CABEI) and IDB.

Lastly, in the area of institutional aspects of development, relations will be maintained with intergovernmental and regional organizations which are working on the subject, particularly the OECD public administration programme.

3. Users and anticipated uses of outputs

The main users of the outputs of this subprogramme will be the government authorities and officials of the countries of the region, especially those concerned with the planning and coordination of economic and social policies at the national, regional, state and local levels, as well as those carrying out planning, programming and management activities in other public bodies and enterprises. In the case of some outputs, users will also include government authorities and officials concerned with the mining and energy sectors.

Major users of the outputs in question will also include various non-government institutions such as political groups and parties, business, labour and professional organizations, and universities and other academic and research institutions.

Users will be reached through the distribution of documents and publications, provision of information material and services, technical cooperation activities, periodic consultations and contacts, and participation in intergovernmental and expert meetings.

SUBPROGRAMME 7: ENVIRONMENTAL AND LAND RESOURCE SUSTAINABILITY

Presentation

Concern for the environmental dimension of development has assumed growing importance on the international and regional agenda of leading issues, especially through recognition of the close mutual links that exist between development and the environment.

The strategic role that natural resources and energy will be called upon to play in the new phase of the region's development and industrialization will make it necessary to redouble efforts to ensure that the growing incorporation of natural resources into production, the management of such resources, and especially the technologies used are environmentally sustainable.

In this context, particular attention must be paid to such issues as the countries' capacity to manage their water, agricultural, mining and marine resources; the effects of changes in the regulatory framework governing the use of natural resources and the production and utilization of energy; control of wastes and pollution in environmentally vulnerable sectors; and the application of environmentally rational production technologies.

At the same time, since Latin America and the Caribbean are a predominantly urban region, the cities of the region present the challenge of promoting changing production patterns with equity and sustainability with a synergic potential that is indispensable for the implementation of that process, in spite of the long-standing or newly arising problems presented by urban concentration.

Likewise, proper management of the urban process calls for the strengthening of democratic local government at the various levels, so as to be able to mobilize a broad range of societal resources in favour of the replacement, expansion and modernization of urban infrastructures which are mostly inadequate and obsolete. Similarly, it will be necessary to increase the efficiency and efficacy of housing management in order to avoid further deterioration of the present housing deficit.

The main objectives of this subprogramme are to give support to the countries of the region in policy analysis and formulation and in the application of instruments designed to promote the environmentally sustainable development of natural resources and energy and to establish or strengthen the national and regional institutional machinery for protection of the environment, especially in priority areas such as environmental impact assessment and renovated territorial planning; to contribute to a better knowledge of the conditions and trends in respect of human settlements in the region and to help the countries to strengthen balanced and integrated systems of human settlements, to improve housing, infrastructure and services, and to achieve proper management of the urban process; and to promote the exchange of experience among the countries of the region in these subject areas.

The programme of work for the 1998-1999 biennium comprises seven subject areas. The first six subject areas deal with the execution of activities relating to evaluation of the implementation of Agenda 21; policies for conserving the biodiversity of the countries of the region; instruments for environmental management, sustainable development, and environmentally-oriented systems of territorial planning; energy and sustainable development in Latin America and the Caribbean; environmentally sustainable development of water resources; and technical support for the negotiation and application of international and regional legal instruments regarding the environment and natural resources.

Lastly, the seventh subject area covers planned activities in the field of the structure, dynamics and sustainability of human settlements in Latin America and the Caribbean.

1. Activities

Subject area 7.1: Evaluation of the implementation of Agenda 21

a) Non-recurrent publications

A study on policies for environmental sustainability in production sectors and evaluation of the implementation of Agenda 21.

b) Operational activities

i) Advisory services

Provision of technical cooperation services, to countries that request them, in connection with technologies relating to sustainable development, especially environmentally appropriate waste handling, and the dissemination of advances made in this field.

ii) Group training

Organization of two regional courses, for public officials and persons responsible for environmental aspects in the production sector, on the application of principles and strategies for environmentally appropriate waste handling, including the treatment of dangerous wastes.

The execution of operational activities will be subject to the availability of extrabudgetary resources.

Subject area 7.2: Policies for conservation of the biodiversity of the Latin American and Caribbean countries

a) Organization and substantive servicing of meetings of experts

Expert meeting to examine the economic effects on the countries of the region of the negotiations on the regulation, management and conservation of biodiversity.

b) Non-recurrent publications

Two studies on policies for conservation of the biodiversity of the region, with special emphasis on environmental management instruments.

Subject area 7.3: Instruments for environmental management and sustainable development and systems of environment-oriented spatial planning

a) Non-recurrent publications

i) An analytical study, with proposals, on the development of systems for assessment of the environmental impact of projects, plans and programmes.

ii) A study on environment-oriented spatial planning in the context of the process of regionalization and transfer of responsibilities to local authorities. Special attention will be given to the incorporation of environmental concepts such as hydrographic basin management and environmental impact assessment in territorial planning.

b) Operational activities

i) Advisory services

Provision of technical cooperation services, to countries that request them, in connection with systems of environmental impact assessment and environment-oriented territorial planning policies.

ii) Group training

Two courses for officials of public bodies and private business organizations on systems, regulations and efficient use of environmental impact assessment.

The execution of operational activities will be subject to the availability of extrabudgetary resources.

Subject area 7.4: Energy and sustainable development in Latin America and the Caribbean

a) Organization and substantive servicing of meetings of experts

Expert meeting to analyse the challenges posed by sustainability of the energy sector in the region.

b) Non-recurrent publications

i) A study on the efficient use of energy in the Latin American and Caribbean countries. Special attention will be given to policies designed to rationalize energy use, in order to stimulate energy saving and increase the competitiveness of energy-intensive activities, and to the contents and instruments of international agreements relating to the sustainable development of this sector.

ii) A study on the formulation of energy policies for development which pursue the aims of social equity and environmental sustainability in the countries of the region, with emphasis on the development of new and renewable energy sources.

iii) A document on energy integration in Latin America and the Caribbean, related to a case study on a geographical area yet to be determined.

c) Intermediate activities

Support to the Latin American Energy Organization (OLADE) in the field of energy integration.

d) Operational activities

Advisory services

Provision of technical cooperation services, to countries that request them, in connection with the efficient use and environmentally sustainable development of energy.

The execution of operational activities and of those referred to in a) and b) ii) will be subject to the availability of extrabudgetary resources.

Subject area 7.5: Environmentally sustainable development of water resources

a) Organization and substantive servicing of meetings of experts

Expert meeting to analyse and evaluate the processes of change in water legislation in Latin America and the Caribbean.

b) Non-recurrent publications

i) A study on the evolution of water legislation and experience in that respect in the region. Special attention will be given to systems and markets of water rights, financial costs and charges, user participation and organization of water rights administration at different levels, and environmental and water quality aspects.

ii) A study on policies for the management of water resources in hydrographic basins which include large urban concentrations, with emphasis on analysis of the way bodies responsible for multiple water use management operate and proposed guidelines for public policies to ensure sustainable development.

iii) A study on the application of economic instruments in water quality management.

iv) A study on the progress made in implementation of the agreements contained in Chapter 18 of Agenda 21.

c) Information material and services

i) Newsletter of the Network for Cooperation in Integrated Water Resources Management for Sustainable Development in Latin America and the Caribbean (four issues are scheduled during the biennium).

ii) Newsletter on watercourses and lakes shared between countries (one issue in each year of the biennium).

d) Operational activities

Advisory services

Provision of technical cooperation services, to countries that request them, in connection with legislation, organization of relevant bodies and regulation of public services relating to water resources.

The execution of operational activities and of the activities referred to in b) i) and c) ii) will be subject to the availability of extrabudgetary resources.

Subject area 7.6: Technical support for the negotiation and application of international and regional legal instruments concerning the environment and natural resources

a) Non-recurrent publications

i) A study on the application of Agenda 21 and international environmental agreements to representative coastal and marine ecosystems of Latin America and the Caribbean. An analysis will be made of the suitability of various chapters of Agenda 21 and of instruments such as the United Nations Convention on the Law of the Sea, the Convention on Biological Diversity, the United Nations Framework Convention on Climate Change and other international agreements for supporting the efforts of the countries of the region to apply sustainable development strategies for coastal and marine areas.

ii) A study on the role of regional cooperation in minimizing the generation of dangerous wastes. An analysis will be made of the potential of the Latin American network of regional and subregional training and technology transfer centres provided for in the Basel Convention for supporting the adoption by the countries of the region of forms of sustainable production and consumption which will make it possible to reduce the generation of dangerous wastes.

iii) A study on the effectiveness of the Deep Sea Fisheries Agreement for protecting the fishery interests of Latin America and the Caribbean. An assessment will be made of the effectiveness of the Convention on the implementation of the provisions of the United Nations Convention on Straddling Fish Stocks and Highly Migratory Fish Stocks, signed in 1995, in the light of the economic and environmental components of the fishery assessment models developed during the previous biennium.

b) Operational activities

Advisory activities

Provision of technical cooperation services, to countries that request them, in connection with the application of chapters 9, 15, 16, 17, 20 and 39 of Agenda 21 and the related legal instruments and with regard to technical aspects of the establishment of the mining regime for the international seabed area.

c) Intermediate activities

Technical support for meetings of government experts to analyse the draft regional agreement on the Basel Convention.

The execution of operational activities will be subject to the availability of extrabudgetary resources.

Subject area 7.7: Structure, dynamics and sustainability of human settlements in Latin America and the Caribbean

a) Substantive servicing of intergovernmental meetings

Regional Meeting of Ministers and High-level Authorities of the Housing and Urban Development Sector in Latin America and the Caribbean (held every two years).

b) Non-recurrent publications

i) A study on the situation, characteristics and functions of the urban and rural human settlements of the region and their future trends and prospects.

ii) A study on the structure of the system of human settlements in the region, with emphasis on analysis of housing stocks and the quantitative and qualitative deficit in urban and housing infrastructure.

iii) A comparative study of the institutional and operational systems for the formulation and implementation of human settlements policies in the countries of the region.

c) Operational activities

Advisory services

Provision of technical cooperation services, to countries that request them, in connection with human settlements management, with particular attention to the design, application and follow-up of the relevant policies.

d) Intermediate activities

Support activities and preparation of documents for the Regional Meeting of Ministers and High-level Authorities of the Housing and Urban Development Sector in Latin America and the Caribbean.

The execution of operational activities and of that referred to in b) ii) will be subject to the availability of extrabudgetary resources.

2. Inter-agency cooperation and liaison

Activities under this subprogramme will be carried out in close collaboration with programmes and units of the United Nations system, especially the United Nations Environment Programme (UNEP) and the United Nations Centre for Human Settlements (HABITAT).

Depending on the subject areas in question, links will also be maintained with other institutions.

Activities relating to water resources will be carried out in consultation with the Commission on Sustainable Development, the Water Resources Development Subcommittee of the United Nations Administrative Committee on Coordination (ACC), and other international bodies and agencies such as FAO, OAS, UNESCO, the World Meteorological Organization (WMO), IDB and the World Bank. In the field of energy integration, cooperation with the Latin American Energy Organization (OLADE) will continue.

Lastly, in aspects relating to marine resources, there will be a permanent system of consultations with the Office for Ocean Affairs and the Law of the Sea, of the United Nations Secretariat; the Activity Centre of the UNEP Regional Seas Programme; the UNESCO Regional Office for Science and Technology for Latin America and the Caribbean (UNESCO/ORCYT); the Caribbean and Adjoining Regions Association (IOCARIBE) of the Intergovernmental Oceanographic Commission (COI); the FAO; the Chairman of the Latin American Group in the Preparatory Commission for the International Sea-bed Authority and the International Tribunal of the Law of the Sea; the various institutionalized fishery forums and intergovernmental bodies such as the Permanent Commission for the South Pacific, and other bodies belonging to various subregions.

3. Users and anticipated uses of outputs

The main users of the outputs of this subprogramme will be the authorities and government officials of the countries of the region, especially those concerned with the areas of environmental management and sustainable development and the programming, coordination and management of natural resources and energy, as well as Cin the case of some outputsC those concerned with human settlements.

Major users of the outputs will also include regional and subregional bodies, universities, academic and applied research centres, and other non-governmental bodies and organizations, especially those of a technical/professional, labour or business nature concerned with the subjects in question.

Users will be reached through the distribution of documents and publications, the provision of information material and services, technical cooperation activities, periodic consultations and contacts, and participation in intergovernmental and expert meetings.

SUBPROGRAMME 8: POPULATION AND DEVELOPMENT

Presentation

Population-related variables have become an object of renewed concern in the region at this stage in its history, which is marked by a progressive globalization of trade as part of a process that began when the countries moved to open up their own economies and forge new linkages with the world economy.

This interest in demographic factors is directly related to the obstacles which, within this new context, hinder efforts to attain greater social equity. The most formidable of these obstacles is the persistence of vast and expanding groups within the population that are at extreme risk. These groups, which include women, the elderly, children, youth, aboriginal peoples and small-scale agricultural producers, are all highly vulnerable to the hazards inherent in poverty and social neglect.

In addition, since poor people tend to have higher fertility rates, more unwanted children and much shorter life expectancies than other groups, they bring considerable pressure to bear on available resources in terms of the social services —in the areas of health, reproductive health and family planning, and education— required in order to break the vicious circle by which poverty is perpetuated.

Accordingly, the four objectives of this subprogramme are all directed towards promoting the use of population-related inputs in government actions aimed at enhancing environmental, spatial and social equity. This goal will be pursued through regional activities undertaken in conjunction with the Governments, measures designed to make the management of central social services and programmes more effective, and the provision of advisory services in the area of public administration to regional and local authorities.

The first objective of this subprogramme is to assist the countries of the region in their implementation and follow-up of the Latin American and Caribbean Regional Plan of Action on Population and Development. This plan gives expression to the Governments' interest in carrying out regional activities in the areas of training, information exchange, research and the actual integration of population-related factors as another dimension of public policies designed to promote development.

As part of the effort to eliminate poverty among target groups, another major objective is to manage and pool socio-demographic information from a range of sources in order to enable the countries to administer central social services and programmes more effectively. The transfer of successful experiences among the countries of the region will serve as a basis for the orientation of this effort.

A third objective is to help respond to regional and local authorities' increasing need for autonomous capabilities in the area of public administration by strengthening the use of databases containing census information in combination with regional data and land-use referents.

The fourth objective is related to the increasingly important place which environmental variables will occupy on the regional agenda in the future, especially with regard to the use of population-related inputs in the implementation of environmental and land-use policy actions.

The programme of work for the 1998-1999 biennium encompasses four subject areas. The first refers to collaboration with the Governments of Latin America and the Caribbean in the implementation of the Latin American and Caribbean Regional Plan of Action on Population and Development. The second deals with the incorporation of population variables into social policies, programmes and projects, especially those targeting priority groups. The third subject area relates to the use of multisectoral information for purposes of public administration at the regional level. The fourth and final area concerns the selection and use of population-related inputs in environmental and land-use policy actions.

1. Activities

Subject area 8.1: Collaboration with countries of the region in the implementation of the Latin American and Caribbean Regional Plan of Action on Population and Development

a) Servicing of intergovernmental meetings

i) Substantive servicing of the ECLAC Sessional Ad Hoc Committee on Population and Development, including the preparation of technical documents for the annual follow-up of the Regional Plan of Action on Population and Development.

ii) Participation in, and execution of relevant preparations for, ad hoc working groups on matters connected with the follow-up of the Regional Plan of Action.

b) Recurrent publications

Annual publication of bibliographic databases on population, Latin American Population Documentation System (DOCPAL), on CD-ROM disks in place of the printed publication DOCPAL: Latin American Population Abstracts.

c) Non-recurrent publications

i) A study on experiences of the countries of the region in their preparations for the census round of the year 2000.

ii) Four issues of the publication Notas de Población.

iii) A study on the specific implications of integration in terms of migratory movements.

d) Technical material

i) Ongoing updating of the CELADE/DOCPAL bibliographic database on population.

ii) Development of the Latin American and Caribbean Population Information Network (IPALCA) by promoting the interconnection of national, regional and global networks in this field.

iii) Ongoing updating of the data bank of the Programme for the Investigation of International Migration in Latin America (IMILA).

iv) Ongoing maintenance of an up-to-date demographic database on the INTERNET.

e) Information materials and services

Publication of a newsletter concerning activities in connection with the Regional Plan of Action.

f) Operational activities

i) Advisory services

Provision of technical cooperation services upon request to countries of the region in regard to demographic analysis and preparations for the census round of the year 2000 and for applied research on international migration using updated information.

ii) Group training

- National, subregional or regional courses on demographic analysis for sectoral or regional development; these courses will be from two to four months in duration and will have a capacity of 25 professionals per course (it is anticipated that two courses will be conducted during the biennium).

- Cooperation with universities and non-governmental organizations of countries of the region upon request in the planning and incorporation of courses on population studies, including the preparation of teaching materials; in particular, assistance will be provided for the postgraduate course on population and development offered by the University of Chile with financial support from the United Nations Population Fund.

- In-service training for government officials in the use of methodologies that permit a better utilization of sources of data on international migration.

The execution of operational activities and of the activity identified in c) ii) above will be subject to the availability of extrabudgetary resources.

Subject area 8.2: Incorporation of population variables in social policies, programmes and projects aimed at priority groups

a) Non-recurrent publications

i) A study on population, urban poverty and vulnerability in countries of the region.

ii) A study on selected aspects of reproductive health and their implications in terms of the status of women in Latin American and Caribbean countries (countries yet to be determined).

iii) A study on the status and needs of the elderly in selected countries of the region.

b) Operational activities

i) Advisory services

Provision of technical cooperation services to countries of the region upon request in connection with the incorporation of population variables into sectoral policies and programmes aimed at vulnerable groups such as adolescents, the elderly, and indigenous peoples.

ii) Group training

- Two workshops or seminars on population dynamics, development and poverty.
- In-service training for government officials in the use of methodologies that permit a better utilization of sources of demographic data for facilitating the design and implementation of sectoral policies.

c) Intermediate activities

Preparation of teaching materials regarding the operational incorporation of population variables into sectoral policies and programmes in the fields of education, health and housing for use in CELADE training activities and in support activities for programmes conducted by Governments, universities and non-governmental organizations.

The execution of operational activities and of the activities identified in a) ii) and a) iii) above will be subject to the availability of extrabudgetary resources.

Subject area 8.3: Use of multisectoral population data and associated technologies for purposes of public administration

a) Recurrent publications

Four issues of Demographic Bulletin.

b) Non-recurrent publications

i) Two studies on computer software applications in the field of population which are of interest for purposes of public administration.

ii) A study on experiences with the incorporation of population variables into economic and social investment projects.

iii) Two reports on population estimates and projections, in coordination with institutions of countries of the region (institutions yet to be determined).

c) Technical material

i) Development of computer software applications to facilitate the use of multisectoral population data, with special reference to public administration at the local level, through the combined use of the system for the retrieval of data for small areas by microcomputer and geographic information systems (WIN-REDATAM/GIS).

ii) Maintenance of a database on population trends at the country level.

iii) Maintenance of an up-to-date regional census and population survey data bank.

d) Information materials and services

REDATAM informa newsletter (two issues, in Spanish and English).

e) Operational activities

Advisory services

Provision of technical cooperation services upon request to countries and national or regional bodies and institutions in connection with the preparation of population estimates and projections and the use of WIN-REDATAM/GIS computer applications for incorporating demographic information in the area of public administration at the national, regional and local levels or for supporting the intensive use of census and other population data for small areas. These services may also be provided at CELADE headquarters.

f) Intermediate activities

Support for networks of information system users working with multisectoral databases.

The execution of operational activities and of the activities identified in b) ii), b) iii) (in part), c) ii) and c) iii) above will be subject to the availability of extrabudgetary resources.

Subject area 8.4: Demographic analysis for the design, follow-up and assessment of environmental and land-use projects, programmes and policies

a) Non-recurrent publications

i) A study on trends in the spatial distribution of the population and internal migration in Latin America and the Caribbean.

ii) A study on experiences with the incorporation of population variables into environmental sustainability programmes.

b) Technical material

Maintenance of an up-to-date database on region-wide population dynamics.

c) Operational activities

i) Advisory services

Provision of technical cooperation services upon request to countries of the region in connection with the incorporation of population variables in public land-use and environmental sustainability policies and programmes.

ii) Group training

In-service training for government officials in the use of methodologies that permit a better utilization of sources of demographic data for facilitating the design and implementation of environmental and land-use policies.

d) Intermediate activities

Preparation of a technical study for the biennial follow-up of the demographic aspects of Agenda 21.

The execution of operational activities and of the activity identified in a) ii) above will be subject to the availability of extrabudgetary resources.

2. Inter-agency cooperation and liaison

Activities under this subprogramme will be carried out in close cooperation with programmes and units of the United Nations system, especially UNFPA, IDB, the United Nations Department of Technical Cooperation for Development, UNDP, the United Nations Population Division, the United Nations Statistical Division and the United Nations Population Information Network (POPIN), as well as with such specialized bodies as FAO, ILO, PAHO, UNESCO, UNICEF and the International Organization for Migration (IOM).

3. Users and anticipated uses of outputs

The main users of the outputs of this subprogramme will be the authorities and government officials of the countries of the region, particularly those working on population-related questions in ministries of health, education and housing, and national statistical offices; other public and private agencies and bodies responsible for the design, execution and administration of programmes, policies and projects dealing with population-related issues; and national, regional and local bureaus concerned with economic and social development.

The outputs of this subprogramme will also be disseminated in universities and in academic and research centres as well as in other institutions concerned with subjects covered by this subprogramme.

Users will be reached through the distribution of publications and reports, contacts with relevant institutions established by means of technical assistance missions, the organization of courses, workshops and meetings, and in-service training of national officials; information will also be disseminated via electronic mail.

SUBPROGRAMME 9: STATISTICS AND ECONOMIC PROJECTIONS

Presentation

In the near future the national statistical systems of a majority of the Latin American and Caribbean countries can be expected to continue undergoing sweeping changes and incorporating technological advances as they become available, particularly in the field of information sciences. In the course of its work to support this process, ECLAC has amassed a vast range of experience in these areas and has developed new operational modalities based on the organization of large-scale data banks and their integration into a standardized-access system.

For the 1998-1999 biennium, this subprogramme, which will be administered by the Statistics and Economic Projections Division, provides for the execution of activities whose primary objectives are, first, to proceed with the preparation of forward-looking studies on the new development modalities taking hold in the countries of the region with a view to examining the approaches they take to the formation of external linkages, the need to change production and institutional patterns and the dissemination of economic growth throughout society. The second objective is to promote the modernization of the statistical systems of the countries of the region and the data banks maintained by ECLAC so as to improve the coverage, quality, currency and comparability of the information they contain and to provide public and private users with greater access to them.

Activities relating to information systems within a regional framework will focus on maintaining, updating and expanding existing data banks as well as creating new data banks and providing users with greater access to them. The aim of the work to be done in this connection is to upgrade the computer systems serving as gateways to these data banks and their interfaces with internal computer networks and with the remote-access economic and social information system of the United Nations, as well as with the region's national statistical offices. A further aim is to promote the utilization of the INTERNET and other international networks for the collection and dissemination of statistical data.

In connection with the development of statistics and quantitative analysis, work will continue on the definition and improvement of methodologies for the establishment of new statistical systems and for the estimation and measurement of concepts relating to various aspects of social and human development with a view to facilitating the formulation and implementation of development strategies and policies in the region. Support will be provided to member States in the application of the new international statistical classifications whose use is recommended by the United Nations Statistical Commission and of the new System of National Accounts. Assistance will also be provided to them in connection with the improvement of methods for arriving at estimates of income distribution, the quantification of poverty, the development of indicators for different dimensions of human activity and the creation of a system of standardized social indicators.

The work to be done on the preparation of forward-looking studies will be directed towards evaluating the economic and social development process in the countries of the region from a medium- and long-term standpoint as a means of furthering the analysis and definition of policies to aid the Governments in their adoption of new development modalities. Owing to the fact that, in order to prepare these projections, the basic data must be reviewed and updated on a continuing basis and research on specific subjects must be conducted using projection methodologies and models, the ongoing refinement of the models now in use through the incorporation of new methodological instruments and subject areas and the reformulation of the analytical schemes on which these models are based have become an increasingly important area of endeavour.

In view of the progressive globalization of the world economy and the influence exerted by external factors on developing countries, particular attention will continue to be devoted to the conditions, trends and prospects of the international economy and industrialized countries as well as to the international trade matrix and the growth of its various components. The work being done on the systematization and analysis of information drawn from the forward-looking studies conducted by international bodies and public and private institutions will be intensified so as to provide the foundations for an exploration of the prospects for the countries of the region in terms of their linkages with the international economy.

An effort will also be made to forge closer links among technical institutions in the region that prepare forward-looking studies. To this end, steps will be taken to promote information exchange and assistance will be provided to government agencies in order to improve their capabilities for gathering and analysing prospective information.

1. Activities

Subject area 9.1: Statistical data banks on the economy of Latin America and the Caribbean and dissemination of regional statistics and indicators

a) Recurrent publications

i) Statistical Yearbook for Latin America and the Caribbean (two issues during the biennium, or publication of editions via electronic media which will take their place through this new form of dissemination).

ii) Statistical summary and estimates for the annual preliminary overview of the economy of Latin America and the Caribbean (two publications during the biennium, to be included in the Preliminary Overview of the Economy of Latin America and the Caribbean).

iii) Principal current indicators (eight quarterly issues during the biennium).

b) Technical material

Maintenance and updating of existing databases and creation of databases concerning new spheres of information. Organization and development of systems for accessing such databases which will permit an easier and more flexible use of the information they contain. Improvement of interconnections with the internal computer networks of ECLAC and with the economic and social information system of the United Nations. Establishment of regional networks with national statistical offices in order to expedite data compilation and exchange.

c) Intermediate activities

i) Preparation of statistical information for the Economic Survey of Latin America and the Caribbean.

ii) Statistical support for inter-divisional and other ECLAC projects.

Subject area 9.2: National accounts and economic development indicators

a) Organization and substantive servicing of meetings of experts

Meeting of experts to analyse the progress made in the introduction of the new System of National Accounts (SNA).

b) Recurrent publications

Cuadernos Estadísticos de la CEPAL: two issues during the biennium (one of external-sector statistics and the other of regional national-accounts series).

c) Non-recurrent publications

i) Two reports on national experiences with the implementation of the new United Nations System of National Accounts.

ii) Two studies on indexes for sectoral production and domestic prices.

iii) A report on external-sector statistics.

Subject area 9.3: Technical cooperation with member States and with regional statistical bodies

a) Organization and substantive servicing of meetings of experts

i) Meeting of Directors of Statistics of the Americas in 1998.

ii) Meeting of experts to analyse the development of the current regional data system.

b) Operational activities

Advisory services

Provision of technical cooperation services to member States or statistical bodies upon request in connection with the organization of statistics, economic statistics and national accounts, technologies for the electronic dissemination of statistical data, and the design of projection methodologies and models for use in the formulation and application of development policies and strategies.

Subject area 9.4: Evaluation and analysis of the development process of the countries of Latin America and the Caribbean

a) Organization and substantive servicing of meetings of experts

Meeting of experts to examine methodological and substantive aspects of forward-looking studies and economic projections.

b) Non-recurrent publications

i) Two reports on the medium- and long-term outlook for the economic and social development of Latin America and the Caribbean.

ii) Two studies concerning the outlook for the international economy and world trade, with emphasis on the performance of those developed countries having the greatest potential as trading partners for the region and on the region's linkages with the external economy.

iii) Two studies on medium- and long-term global and sectoral macroeconomic projections.

Subject area 9.5: Social statistics of Latin America and the Caribbean

a) Organization and substantive servicing of meetings of experts

Meeting of experts on statistics and social indicators to consider: (i) the improvement of household surveys; and (ii) the retooling of administrative records in the region (a joint activity of the Social Development Division and the Statistics and Economic Projections Division).

b) Non-recurrent publications

Five reports on estimates of income distribution, poverty, employment, the labour force, and other social indicators.

c) Technical material

Maintenance and updating of existing databases and creation of databases concerning new spheres of information.

d) Operational activities

i) Advisory services

Provision of technical cooperation services to member States and regional bodies upon request in connection with:

- Household surveys, social statistics and indicators, and the quantification, description and analysis of the phenomenon of poverty.

- Organization of workshops and seminars on the implementation of the recommendations of the United Nations Statistical Commission in such areas as the generation of information on social variables, methods for the analysis of poverty situations, and specialized statistical techniques, including computational aspects.

ii) Group training

Training in the estimation and use of social indicators relating to income distribution, poverty and features of employment for various social groups.

e) Intermediate activities

Statistical support for ECLAC studies and projects.

The execution of operational activities will be subject to the availability of extrabudgetary resources.

2. Inter-agency cooperation and liaison

Activities under this subprogramme will be carried out in coordination and in close collaboration with the United Nations Statistical Division, the regional economic commissions of the United Nations, and the secretariats of regional integration agencies. Cooperative links and liaison will also be maintained with the statistical offices of member States. Activities relating to economic statistics, national accounts and economic development indicators will be coordinated with those carried out by the World Bank, IDB, FAO, WTO, the Statistical Office of the European Union (EUROSTAT) and UNCTAD.

Technical cooperation and training activities in the field of statistics will be carried out in close coordination with UNDP, the United Nations Statistical Division (especially the National Accounts Section and the National Household Survey Capability Programme (NHSCP)), regional offices of specialized agencies of the United Nations system, and the European Training Centre for Economic Statisticians of Developing Countries (CESD-Madrid). Portions of these activities will be carried out with the collaboration of the Centre for Latin American Monetary Studies (CEMLA), OAS and UNCTAD.

Activities in the field of economic projections will be conducted in close cooperation with the Development Policy and Analysis Division of the United Nations Department for Economic and Social Information and Policy Analysis (DESIPA) and the Project LINK Research Centre. Regular contact will also be maintained with other specialized centres and bodies of the United Nations system and with government institutions of the countries of the region.

3. Users and anticipated uses of outputs

The main users of the outputs of this subprogramme will be government agencies of member States, particularly national statistical offices, central banks and ministries concerned with economic affairs. Other important users will include business associations, labour organizations, and technical and professional institutions connected with production sectors, universities, research centres, regional and subregional integration agencies, and other public and private users who have need of comparable information on the countries of the region, including experts working with UNDP and other United Nations bodies responsible for preparing reports and technical cooperation projects.

The principal users of the economic projections to be prepared under this subprogramme will be public and private agents responsible for designing policies in which the outlook for the countries of the region is a relevant consideration.

It is anticipated that users will enjoy direct access via computer to on-line data banks and to studies or to abstracts thereof prepared as part of this subprogramme. Users will also be reached through the distribution of documents and publications, technical cooperation services, consultations and periodic contacts, and participation in intergovernmental and expert meetings.

SUBPROGRAMME 10: SUBREGIONAL ACTIVITIES IN MEXICO AND CENTRAL AMERICA

Presentation

In the 1990s, the countries of the subregion of Mexico and Central America undertook structural reforms aimed at improving their linkages with the global economy, achieving greater efficiency in their public sectors, deregulating their financial systems and strengthening market mechanisms in general. They devoted particular attention to hemispheric and subregional integration and succeeded in consolidating and expanding free trade zones; at the same time, they intensified efforts to open the subregion further to external trade. The countries of the subregion also pursued adjustment programmes and made progress in stabilizing their economies.

Nevertheless, serious problems remained, some longstanding. Rates of saving and investment stayed relatively low while external capital flows became unreliable, poverty and unemployment indicators continued high and patterns of inequity persisted. While some advances were made in modernizing production sectors and making them more competitive, progress was uneven and insufficient to prevent considerable technological lags from accumulating, particularly in rural areas and among small urban firms. Environmental deterioration continued, both in the cities and in the country. The crisis that affected the largest country in the subregion in mid-decade was a sharp reminder of the need to redouble efforts to change production patterns and consolidate structural reforms.

Against this background, the activities of the subprogramme, which are the responsibility of ECLAC subregional headquarters for Mexico and Central America, are designed to meet the major challenges that will confront the countries of the subregion in the biennium 1998-1999. Their purpose will be to support the consolidation of structural reforms in order to achieve sustained growth built on a foundation of increased labour and capital productivity and accompanied by rising levels of equity. They will promote the establishment and consolidation of the Free Trade Area of the Americas and the application of an open regionalism approach to subregional integration and to agreements with parties outside the region.

Special attention will be paid to the impact of fiscal policy on saving and investment; the environmental aspects of growth; technological change and its effect on employment; the convergence of social policies; and globalization. Under the heading of linkages with the global economy, particular emphasis will be placed on participation by economic agents in international trade; the competitiveness of the subregion's manufacturing sector; policies that promote competitiveness in agricultural exports; and agricultural modernization. Electrical integration will continue to be a priority topic, together with analysis of the supply of gas and oil in Central America and policies for regulating it.

The work programme has been constructed around six subject areas. In the area of saving, investment and economic growth, the subprogramme will continue to examine economic trends in the subregion's 10 countries, with special emphasis on how national and subregional policies match up with the demands of economic globalization. Study will be devoted to the links between growth, investment and higher domestic saving and the effects of fiscal policy in encouraging and channelling domestic saving and promoting investment. In addition, research will be done on the feasibility of development based on sustainable use of natural resources in order to make more effective use of comparative advantages. A related area of study will be the impact of environmental problems on sustainable development of production in the subregion.

Activities in the area of industrial competitiveness and agricultural modernization will focus on policies that promote competitiveness; technological development, particularly the building of production chains; organization of small rural enterprises; and subregional agricultural integration. Under the heading of industrial competitiveness, further analysis will be done on the challenges relatively late-developing small countries face in their industrialization process as a result of increasing economic integration with larger, more advanced economies.

In the area of labour markets, gender and equity, the tasks will be to analyse the effects of integration on employment and labour legislation and to support the countries of the subregion in their efforts to implement the Regional Programme of Action for integrating women into economic and social development. In addition, the repercussions of globalization on such areas as social security, human resource training and migration in the Central American countries will be studied.

In the area of international trade, priority will be given to the examination of commercial trends and Central American integration and to interdisciplinary analyses aimed at identifying instruments and policies that facilitate participation by economic agents, particularly the small and medium-sized, in the countries' external trade.

In the area of economic integration and regional cooperation, special importance will be assigned to tasks related to hemispheric integration and in particular to identifying the basic factors that might facilitate the transition from partial integration systems to a more comprehensive hemispheric scheme. Attention will continue to be paid to evaluating the effects of trade liberalization and economic complementarity agreements between countries of the subregion and to identifying trade policy instruments applicable on the national and subregional levels that will improve the quality of each country's linkages to the global economy while facilitating their process of convergence.

In the last subject area, which concerns energy integration in the subregion, the subprogramme will continue to support the efforts of the Governments in this regard and the functioning of the relevant forums. The progress achieved through the efforts of the last three years to reform the energy sector in Mexico and Central America will be evaluated. Lastly, the interrelationship between energy and the environment will be studied in order to support the initiatives of the countries of the subregion in the sphere of sustainable energy development.

1. Activities

Subject area 10.1: Saving, investment and economic growth

a) Organization and substantive servicing of meetings of experts

i) Expert meeting on the role of fiscal policy in promoting saving and investment.

ii) Expert meeting on the inclusion of the environmental dimension in the design and implementation of the economic development policies of the countries served by ECLAC subregional headquarters in Mexico.

b) Non-recurrent publications

i) A study on the design of fiscal policies to promote saving and investment in a context of globalization and increasingly open economies.

ii) A study on the coordination of monetary and fiscal policies to promote investment and saving in the subregion.

iii) A study on the interrelationship between macroeconomic policy and social sustainability in Mexico and the Central American countries.

c) Technical material

i) Notes on economic trends in the countries of the subregion in 1997 (10 documents).

ii) Notes on economic trends in the countries of the subregion in 1998 (10 documents).

iii) Contribution to the Preliminary Overview of the Economy of Latin America and the Caribbean, 1998.

iv) Contribution to the Preliminary Overview of the Economy of Latin America and the Caribbean, 1999.

v) Panorama económico de México, 1998.

vi) Panorama económico de México, 1999.

vii) Update and expansion of the database of economic and social statistics, and preparation of current economic and development indicators.

d) Operational activities

Advisory services

Provision of technical cooperation services in connection with the design and evaluation of global economic policies and development programmes, to the countries of the subregion that request it.

e) Intermediate activities

Substantive support for intergovernmental meetings held in the subregion.

Execution of operational activities and of the activities referred to in paragraphs b) ii) and b) iii) will be subject to the availability of extrabudgetary resources.

Subject area 10.2: Industrial competitiveness and agricultural modernization

a) Organization and substantive servicing of meetings of experts

i) Expert meeting to analyse the challenges facing industrial development in the context of hemispheric integration.

ii) Expert meeting on policies to support the modernization of rural micro-enterprises and small rural production units.

iii) Expert meeting on policies to support increased competitiveness of agricultural exports.

b) Non-recurrent publications

i) A study on technological development in small countries of the subregion, with a view to designing policies to promote the adoption of business strategies favouring technological modernization, with emphasis on environmentally sound technologies.

ii) A prospective study on the long-term production profile of the countries of the subregion with special emphasis on analysis of the links between agriculture and industry.

iii) A study on the international competitiveness of the manufacturing sector in the smaller countries of the subregion, with a view to identifying the obstacles standing in the way of successful participation by such firms in an integrated hemispheric market and proposing means of overcoming them.

iv) A study on the prerequisites for strengthening production linkages and for taking greater advantage of markets in the context of Central American integration.

v) A study on technological development in the production and processing of agricultural products, taking into account the need to preserve natural resources.

vi) A study on policies to promote and modernize agriculture within the context of regional integration.

vii) A study on organizational development of small rural enterprises and production units in the countries of the subregion.

c) Technical material

i) Development and expansion of the databases on manufacturing maintained at the subregional headquarters and promotion of their use in the countries.

ii) Collection, update, ordering and dissemination of information on the agricultural sector in the countries of the subregion.

d) Operational activities

Advisory services

Provision of technical cooperation services in connection with industrial competitiveness and agricultural modernization, to countries of the subregion that request it.

Execution of operational activities and of the activities referred to in paragraphs b) iii) and b) vii) will be subject to the availability of extrabudgetary resources.

Subject area 10.3: Labour markets, gender and equity

a) Organization and substantive servicing of meetings of experts

Expert meeting to analyse topics related to labour productivity and unemployment in countries of the subregion.

b) Non-recurrent publications

i) A study on technology and poverty, which will analyse various aspects of the technological revolution and its effects on labour productivity and unemployment in countries of the subregion to be determined.

ii) A study on integration and convergence of social policies (labour markets, social security, human resources, migration) in countries of the subregion to be determined.

iii) A study on the effects of globalization on the peasant economy, with emphasis on the analysis of policies designed to mitigate the effects of the greater openness of the economy on poor rural groups and on types of rural organization that may offer some protection in this respect, in countries of the subregion to be determined.

iv) A report evaluating the level of fulfilment of the Regional Programme of Action for the Women of Latin America and the Caribbean, 1995-2001, in countries of the subregion to be determined.

c) Technical material

Preparation of basic social indicators for Mexico and the Central American countries.

Execution of the activities referred to in b) iii) and b) iv) will be subject to the availability of extrabudgetary resources.

Subject area 10.4: International trade

a) Organization and substantive servicing of meetings of experts

Expert meeting to consider participation by small and medium-sized exporters in external trade.

b) Non-recurrent publications

A study on participation by the various economic agents, especially the small and medium-sized, in external trade.

c) Operational activities

i) Advisory services

Provision of technical cooperation services in connection with international trade policies and trade negotiations, to countries and intergovernmental and regional organizations that request it.

ii) Group training

Organization of a course on linkages with world trade flows and economic integration and cooperation, in conjunction with regional or national institutions.

d) Intermediate activities

Formulation of a regional project on the competitiveness and economic efficiency of exports.

Execution of operational activities will be subject to the availability of extrabudgetary resources.

Subject area 10.5: Economic integration and regional cooperation

a) Organization and substantive servicing of meetings of experts

i) Expert meeting to examine the consequences of agreements on trade liberalization and economic complementarity in terms of convergence of the integration process and open regionalism.

ii) Expert meeting on the adjustment problems and transition costs involved in becoming part of the Free Trade Area of the Americas and proposed measures to reduce those costs.

b) Non-recurrent publications

i) Expert meeting to examine the effects of trade liberalization and economic complementarity agreements, concluded by countries of the subregion among themselves or with third parties, on prospects for hemispheric integration.

ii) A study on the establishment of the Free Trade Area of the Americas in the year 2005, transition costs and proposals for reducing them.

c) Technical material

Update and expansion of the statistical, documentary and bibliographic databases on trade, integration and cooperation in the countries of the subregion.

d) Operational activities

Advisory services

Provision of technical cooperation services in connection with economic integration and regional cooperation, to countries that request it.

d) Intermediate activities

Technical support for intergovernmental meetings on economic integration and regional cooperation.

Subject area 10.6: Energy integration

a) Technical services for intergovernmental meetings

Provision of technical services for the Central American Regional Energy Forum (FREAC), the Central American Electrification Council (CEAC) and the Central American Committee for Cooperation on Hydrocarbons (CCHAC), especially in connection with regular and special annual meetings called by the respective acting secretariats.

b) Non-recurrent publications

i) A study on the progress made on integration of the electricity systems in Central America and the Group of Three (Colombia, Mexico and Venezuela).

ii) A study on the supply of gas and oil in Central America.

iii) A study on environmentally sustainable development of the energy sector in Central America.

iv) A study on the markets and regulations in the energy sector in Mexico and Central America.

v) A study on public management in the energy sector in small Central American countries.

c) Technical material

Update of the energy database on the countries of the subregion.

d) Operational activities

i) Advisory services

Provision of technical cooperation services in connection with energy integration and management, to countries that request it.

ii) Group training

A seminar or workshop on the impact of the reforms in the petroleum markets of Mexico and the Central American countries.

Execution of operational activities and of the activity referred to in paragraph b) ii) and v) above will be subject to the availability of extrabudgetary resources.

2. Inter-agency cooperation and liaison

Activities under this subprogramme will be carried out primarily through coordination and regular consultation with ECLAC headquarters, other United Nations bodies and international, regional and subregional organizations such as UNCTAD, WTO, the Permanent Secretariat of the General Treaty on Central American Economic Integration (SIECA), the Inter-American Development Bank (IDB), the Central American Bank for Economic Integration (CABEI) and the Secretariat of the Central American Monetary Council. Relations will also be strengthened with private sector associations and non-governmental organizations.

Depending on the subject area and the nature of the activities involved, consultations will also be held on an ad hoc basis. On activities relating to international trade, in addition to coordination with UNCTAD, WTO, IDB, SIECA and CABEI, regular consultations will be held with subregional and national private-sector entities, particularly the Federation of Central American and Panamanian Private Entities (FEDEPRICAP) and the Federation of Central American Chambers of Commerce and Industry (FECAICA).

In the area of energy integration, cooperative relations will be maintained with OLADE, the Central American Electrification Council, CABEI and IDB. In the area of economic integration and regional cooperation, a close working relationship will be promoted with SIECA, the Secretariat of the Central American Monetary Council, CABEI, SELA, UNCTAD and WTO.

In the area of industrial competitiveness and agricultural modernization, activities will be carried out in contact with the pertinent government bodies, while collaboration will be maintained with international, regional and subregional organizations such as FAO, UNIDO, IICA, the Central American Agricultural Council, SIECA, and the Central American Institute for Industrial Research and Technology (ICAITI). Ties will also be sought with producers' associations, research centres and other non-governmental bodies, especially the Federation of Central American Chambers of Commerce and Industry (FECAICA) and the Federation of Central American and Panamanian Private Entities (FEDEPRICAP).

For execution of activities related to labour markets, gender and equity, close contact will be maintained with ILO and with the ministries of labour of the countries of the subregion.

3. Users and anticipated uses of outputs

The main users of the outputs of this subprogramme will be government authorities and officials concerned with the formulation and execution of policies, programmes and projects in the areas indicated above, and additionally international, regional and subregional organizations concerned with integration and cooperation. It is expected that the outputs may serve as guidelines and reference material for such users in their respective functions and areas of competence.

Important users will also include a variety of public- and private-sector institutions, such as business, labour and professional associations, universities and other academic institutions, applied research institutes and other centres concerned with the development and dissemination of technology.

Users will be reached through the distribution of documents and publications, the supply of information material and services, technical cooperation activities, periodic consultations and contacts, and participation in intergovernmental meetings and expert forums.

SUBPROGRAMME 11: SUBREGIONAL ACTIVITIES IN THE CARIBBEAN

Presentation

ECLAC subregional headquarters for the Caribbean, which serves as secretariat for the Caribbean Development and Cooperation Committee (CDCC), will continue to examine topics of particular relevance to economic and social development in the member countries members, formulating recommendations and providing technical cooperation and advisory services that meet their needs.

By opening up their economies, the Caribbean countries have become highly vulnerable to the changes now taking place in the global economy, particularly the increasing liberalization of trade. These changes will affect production, exchange rates and economic and social development in the Caribbean. Analysis of trends in these areas will be aimed at helping the countries of the subregion to adopt strategies and policies enabling them to draw the greatest possible benefit from the changes. The programme of work therefore includes subject areas relating to the subregion's linkages to the global economy, its competitiveness on an international scale and its relations with other countries of the hemisphere, with special emphasis on new phenomena of global or hemispheric scope, such as the establishment of economic blocks, various aspects of the relationship between Caribbean and European countries, and the recent creation of the Association of Caribbean States (ACS).

The CDCC secretariat will persist in its efforts to help the Caribbean countries reconcile their determination to push ahead on regional integration with their need for increased involvement in global and hemispheric mechanisms of economic cooperation. In this regard, there are plans to analyse the economic cooperation agreements concluded under the auspices of the Organization of Eastern Caribbean States (OECS) and the Caribbean Community (CARICOM). The programme of work for 1998-1999 includes activities designed to promote cooperation among CDCC member countries and between them and the Latin American countries, bearing in mind the need to integrate the members of the Association of Caribbean States. Special attention will be paid to the programme for reducing language barriers in view of the high priority assigned by member countries to eliminating obstacles to greater cooperation.

During the 1998-1999 biennium, the secretariat will continue to provide assistance to the Caribbean Council for Science and Technology (CCST) in order to contribute to the development of scientific and technological capacity in the subregion and to promote greater recognition of the potential contribution of technology to sustainable development. Attention will also be paid to the subject of renewable energy sources and their contribution to Caribbean development. ECLAC and the Council will study the technological aspects of economic and social development in the Caribbean and will examine the performance of the manufacturing and tourism sectors.

The CDCC secretariat will continue its analysis of economic trends in the countries of the subregion in order to present the situation from the Caribbean perspective. It will also examine various aspects of economic management and planning on the national level and the evolution of the regional and global economic situation; also planned are comparative case studies of export-led development, which will consider experiences both within and outside the region.

The secretariat will pursue its efforts in the field of statistics and statistical development. Its purpose is to help the Caribbean countries modernize the methods they use for compiling national accounts data and to provide training in the proper use of information technologies and systems. The secretariat's Caribbean Documentation Centre will continue to provide support for substantive activities and to help member countries improve their capacity to develop and maintain computerized data storage systems.

The secretariat will continue to carry out activities related to population and development, women and development, and social development, topics that have assumed particular importance in the environment created by the adoption of new economic adjustment measures. Special emphasis will be placed on maintaining support for CDCC member countries in their implementation of the programmes of action adopted at United Nations world conferences devoted to these topics.

The subregional headquarters will also carry out activities related to the environment and development and to a variety of factors that affect sustainable development in small island developing States. The programme of work calls for updating environmental databases and for preparing studies on implementation of the Programme of Action for the Sustainable Development of Small Island Developing States; on transboundary environmental and development issues in the Caribbean subregion; and on other aspects of sustainable development of particular importance to Caribbean states.

Lastly, the CDCC secretariat will continue to provide services to the Caribbean Information System for Economic and Social Planning in relation to its programme of work and to the needs of member countries.

1. Activities

Subject area 11.1: Linkages with the global economy and competitiveness of the Caribbean economies

a) Organization and substantive servicing of meetings of experts

Expert meeting to analyse the repercussions of hemispheric and global economic events on the economic integration and global linkages of the Caribbean countries.

b) Non-recurrent publications

i) A study on global and hemispheric economic events and their repercussions on economic policy in the Caribbean.

ii) A study on factors relating to increased development of the services sector in the Caribbean.

iii) A document on the progress made in international trade negotiations on greater liberalization of world trade, and their consequences for the Caribbean.

iv) A document on the implications for the Caribbean of the globalization of financial markets.

v) A study of the competitiveness of some Caribbean economies in the context of global and hemispheric developments.

vi) A report evaluating CARICOM policies on trade, investments and payments, in the context of global and hemispheric economic development.

vii) A study of recent developments with regard to hemispheric economic cooperation and their significance for the Caribbean economies.

viii) A report on Caribbean trade statistics, including an analysis of trade between the subregion and Latin America, with a view to the identification of traditional and emerging markets.

c) Information material and services

Quarterly publication of an information bulletin on the external sector.

Subject area 11.2: Integration and regional cooperation

a) Substantive servicing of intergovernmental meetings

One session of the Caribbean Development and Cooperation Committee (CDCC) and one meeting of the CDCC Steering Committee.

b) Organization and substantive servicing of meetings of experts

Expert meeting to analyse aspects of cooperation for development relevant to CDCC member countries.

c) Non-recurrent publications

i) An updated study on trade among CDCC member countries and between them and other countries in the hemisphere.

ii) A study on the economic integration of the Caribbean in the context of the development of hemispheric and global trade.

iii) A study on economic cooperation among the Caribbean members of the Association of Caribbean States and the other members of the Association.

iv) An analysis of the potential impact of the creation of the Free Trade Area of the Americas on the economies of the non-independent Caribbean countries and possibilities for cooperation with these countries under the plan of action of the Summit of the Americas.

v) A study on the capacity of ECLAC associate members to carry out, on a national level, the activities contemplated in the programmes of action resulting from United Nations world conferences on the environment, small island developing States, women, natural disaster reduction, population, social development and human settlements.

d) Technical material

Update of the statistical database on trade among the members of the Association of Caribbean States and between the Association and the rest of the world.

e) Information material and services

i) Publication of the quarterly newsletter, Focus, on the activities of the CDCC.

ii) Publication of the monthly newsletter, Associate, on subjects of interest to ECLAC associate members.

Subject area 11.3: Development of production and technology

a) Substantive servicing of intergovernmental meetings

Two plenary sessions of the Caribbean Council for Science and Technology (CCST) and four meetings of its Executive Committee.

b) Organization and substantive servicing of meetings of experts

Expert meeting to analyse various aspects of technology and its relation to the economic and social development of the Caribbean.

c) Non-recurrent publications

i) A document on the operation and management of the agencies and institutions working in the field of science and technology in CCST member countries.

ii) A study evaluating the possibilities for greater development of the industrial sector in some Caribbean countries.

iii) A study on the technological dimensions of economic diversification and development in the Caribbean countries.

iv) A study evaluating the science and technology networks operating in the subregion and their effectiveness.

v) A document on recent trends and developments in the manufacturing sector of some Caribbean countries to be determined.

vi) A study on the promotion and adoption of new technologies within the context of sustainable development.

vii) A study evaluating the efficacy of the projects on renewable sources of energy carried out in the Caribbean.

viii) A study on the contribution of the tourism sector to the economic development of some Caribbean countries to be determined.

d) Information material and services

Publication of the quarterly newsletter of the Caribbean Council for Science and Technology (CCST).

e) Operational activities

Advisory services

Provision of technical cooperation services in connection with the development of production and technology, to government bodies and non-governmental organizations that request it.

Execution of operational activities and the activity mentioned in paragraph d) will be subject to the availability of extrabudgetary resources.

Subject area 11.4: Economic development and information for development

a) Organization and substantive servicing of meetings of experts

Expert meeting to examine aspects of economic management of the countries of the subregion in the context of world and regional developments.

b) Non-recurrent publications

i) A study on economic diversification and development in the single-crop economies of the Caribbean.

ii) Two summaries of economic trends in the CDCC countries (one in each year of the biennium).

iii) A comparative study on macroeconomic policies in some small island countries of the Caribbean and other regions.

iv) A study on the contribution of foreign investment to the economic development of the Caribbean.

v) An document evaluating the approaches and methodologies used in the preparation of economic projections in the Caribbean countries.

vi) A study evaluating the methodologies used in the Caribbean countries for the compilation of national accounts.

vii) Two reports on selected statistical indicators of Caribbean countries (one in each year of the biennium).

viii) A study on the effective use of information technology and systems in the Caribbean.

c) Information material and services

Publication in print and electronic media of the monthly newsletter, Current Awareness Bulletin.

d) Technical material

i) Publication of the CARISPLAN database on CD ROM, provided extrabudgetary resources are available.

ii) Maintenance of a database containing bibliographic information and complete texts, which can be accessed at a distance.

e) Operational activities

Advisory services

i) Provision of technical cooperation services related to economic planning and policy formulation and to the preparation of databases and data organization, to member countries and regional institutions that request it.

ii) Provision of technical assistance to documentation centres in the countries of the region that request it.

Execution of operational activities will be subject to the availability of extrabudgetary resources.

Subject area 11.5: Human and social development

a) Organization and substantive servicing of meetings of experts

i) Expert meeting on the implementation of the Platform for Action of the Fourth World Conference on Women.

ii) Expert meeting on the implementation of the Programme of Action of the International Conference on Population and Development.

iii) Expert meeting to consider matters relating to poverty and income distribution in the Caribbean, as part of the implementation of the Programme of Action of the World Summit for Social Development.

b) Non-recurrent publications

i) A document on some aspects of social integration in the Caribbean.

ii) A study on some aspects of poverty and income distribution in the Caribbean.

iii) A summary of social development indicators in the Caribbean countries.

iv) A study on recent population growth trends in CDCC member countries.

v) A document evaluating the efforts made by Caribbean Governments to include demographic considerations in development planning.

vi) A report on ways and means of implementing the Programme of Action of the International Conference on Population and Development in the Caribbean countries.

vii) A study on aspects of planning and gender equality in the Caribbean.

viii) A report on implementation by the Caribbean countries of the Platform for Action of the Fourth World Conference on Women, in the light of the Regional Programme of Action for the Women of Latin America and the Caribbean.

ix) A study on the expansion of employment opportunities for women in the Caribbean countries.

c) Technical material

i) Update of the database on social development indicators.

ii) Update and expansion of the socio-demographic database.

iii) Update and expansion of the information systems on vital statistics.

iv) Update of the computerized bibliographic database on women and development in the Caribbean.

d) Operational activities

Advisory services

Provision of technical cooperation services, to CDCC member countries that request it, in the following areas: evaluation and analysis of demographic statistics, the design and implementation of population policies, the integration of women into development, and the promotion of social development.

Execution of operational activities and of the activity referred to in paragraph a) iii) will be subject to the availability of extrabudgetary resources.

Subject area 11.6: Environmental sustainability

a) Organization and substantive servicing of meetings of experts

Expert meeting to consider aspects of sustainable development relevant to the Caribbean countries.

b) Non-recurrent publications

i) A study analysing aspects of sustainable development of particular relevance to the Caribbean, in light of the Programme of Action for the Sustainable Development of Small Island Developing States.

ii) A study on transboundary issues relating to the environment and development in the Caribbean countries.

iii) A report on implementation of the Programme of Action for the Sustainable Development of Small Island Developing States.

c) Technical material

Update and expansion of the environmental database for the Caribbean countries.

d) Operational activities

Advisory services

Provision of technical cooperation services, to CDCC member States that request it, in connection with environmental sustainability and also with the implementation of follow-up activities relating to the Programme of Action for the Sustainable Development of Small Island Developing States.

Execution of operational activities will be subject to the availability of extrabudgetary resources.

2. Inter-agency cooperation and liaison

Activities under this subprogramme will be carried out in close collaboration with ECLAC headquarters; in addition, activities in the various areas indicated will be carried out in regular consultation and coordination with other agencies and programmes of the United Nations system and with governmental and non-governmental organizations active in the subregion.

Activities related to the linkages with the global economy and competitiveness of the Caribbean economies will be carried out in regular consultation and coordination with the secretariats of regional bodies such as the Organization of Eastern Caribbean States (OECS), the Caribbean Community (CARICOM), the Latin American Economic System (SELA) and the Permanent Secretariat of the General Treaty on Central American Economic Integration (SIECA), and with the countries members of the Association of Caribbean States (ACS) and their respective central banks.

Activities relating to the development of production and technology in the Caribbean will be carried out in close collaboration with the secretariats of CARICOM and OECS and the Technology and Energy Department of the Caribbean Development Bank (CDB). On the international level, working relations will be maintained with UNESCO, UNDP, the United Nations Centre for Science and Technology for Development and other international organizations outside of the United Nations system, when appropriate. Close contact will also be maintained with national institutions engaged in activities in the field of science and technology.

Tasks related to economic development and information will be carried out in close coordination with the ECLAC Economic Development Division and the CARICOM secretariat.

Activities in the area of human and social development in the Caribbean will be carried out in collaboration with intergovernmental and non-governmental organizations, of regional or international scope, active in the fields of population and development, women and development, and social development, and particularly with the CARICOM and OECS secretariats, UNFPA, the United Nations Development Fund for Women, UNICEF, UNDP and ILO.

Work related to environmental sustainability will be carried out in coordination with the ECLAC Environment and Development Division, the United Nations Environment Programme (UNEP), UNDP and other United Nations bodies, and the CARICOM and OECS secretariats. Collaboration may extend to joint execution of projects and programmes.

3. Users and anticipated uses of outputs

The main users of the outputs of this subprogramme will be government authorities and officials concerned with economic and social matters and with the formulation and execution of policies, programmes and projects in the areas indicated above, and additionally international, regional and subregional organizations concerned with integration and cooperation. It is expected that the outputs may serve as guidelines and reference material for such users in their respective functions and areas of competence.

Important users will also include a variety of public- and private-sector institutions, such as business, labour and professional associations, universities and other academic institutions, applied research institutes and centres for the development and dissemination of technology.

Users will be reached through the distribution of documents and publications, the supply of information material and services, technical cooperation activities, periodic consultations and contacts, and participation in intergovernmental meetings and expert forums.

Annex

TYPES OF ACTIVITIES

1. Meetings

1.1 Organization and substantive servicing of intergovernmental meetings

Organization of meetings of representatives of government institutions of member countries to consider a specific topic relating to the functions performed by those institutions. In most cases, ECLAC will prepare a report or substantive document on the topic in question.

1.2 Organization and substantive servicing of meetings of experts

Meetings of experts from outside the United Nations system, to provide advisory assistance to the Executive Secretary of ECLAC on a specific topic. The Commission usually prepares a report or substantive document on the topic to be dealt with at the meeting, to serve as a basis for the discussions.

2. Documents and publications

2.1 Recurrent publications

Studies and/or information bulletins published by ECLAC with a periodicity previously laid down in the Secretariat's Publications Programme, such as the Economic Survey of Latin America and the Caribbean, Boletín Demográfico, etc.

2.2 Non-recurrent publications

Studies published by ECLAC in accordance with its Publications Programme, but which do not appear regularly.

2.3 Technical material

Information contained in data bases, computer programs, etc., which does not come under the category of final outputs.

3. Information material and services

This covers all outputs whose purpose is to disseminate the activities of ECLAC, such as pamphlets, information notes and press releases, exhibition posters and other visual material, filmed and videotaped documentaries, material for radio broadcasts, guided tours, special events, etc.

4. Operational activities

4.1 Advisory services

Provision of technical cooperation services to member countries at their request.

4.2 Group training

Specialized training seminars and courses organized and held by ECLAC for the benefit of member countries.

5. Intermediate activities

All activities whose results could be used in the preparation of final outputs.

PART II

DECENTRALIZED MANAGEMENT

REPORT OF THE SECOND MEETING OF THE AD HOC WORKING GROUP ESTABLISHED PURSUANT TO RESOLUTION 553(XXVI)

(New York, 5 June 1996)

1. Mandate

1. Pursuant to resolution 553(XXVI) of the Economic Commission for Latin America and the Caribbean (ECLAC), an ad hoc working group open to all ECLAC members was established. This group, in consultation with the Executive Secretary, was empowered to define priorities for the work programme and to recommend to the Commission strategic directions for its future activities, taking into account the development priorities of Latin America and the Caribbean as well as budgetary considerations.

2. Place and date of the meeting

2. Following notification of the States members of the Commission by the secretariat on 17 April 1997, the second meeting of the ad hoc working group was held in New York on 5 June 1997.

3. Attendance[1]

3. The meeting was attended by representatives of the following States members of the Economic Commission for Latin America and the Caribbean: Antigua and Barbuda, Argentina, Barbados, Bolivia, Brazil, Canada, Chile, Costa Rica, Dominica, Dominican Republic, Ecuador, El Salvador, France, Grenada, Guatemala, Guyana, Haiti, Honduras, Italy, Jamaica, Mexico, Netherlands, Nicaragua, Panama, Paraguay, Peru, Portugal, Saint Kitts and Nevis, Saint Lucia, Spain, Suriname, Trinidad and Tobago, United Kingdom, United States, Uruguay and Venezuela.

4. Two associate members of the Commission were also represented: Netherlands Antilles and United States Virgin Islands.

4. Agenda

5. The sole agenda item, which had been included in the invitation to the meeting, was a review of recent reforms adopted by the Economic Commission for Latin America and the Caribbean. In that connection, the secretariat presented a note entitled "Review of recent reforms adopted by the Economic Commission for Latin America and the Caribbean" (LC/G.1962), and a document entitled "Management pilot scheme" (LC/G.1964).

---

[1] See the annex.

5. Summary of the proceedings

6. The Chairman of the working group recalled that, at its first meeting, the group had carried out a thorough analysis of the components of the work programme for the biennium 1998-1999 which had proved to be a valuable contribution to the process of reforming the United Nations. Since then, ECLAC had continued to pursue its process of reform and modernization; while the countries' views and perspectives on the subject might vary, they were all a part of that process as it continued to move forward.

7. Reform was not a matter that had caught ECLAC off guard, since for a number of years the Commission and its secretariat had been dealing with the reality of the need for change and had already set themselves the task of updating an organization of such great importance and relevance for Latin America and the Caribbean and of doing so in a constructive and transparent manner. Thus, ECLAC could be said to have anticipated the events currently occurring in the Organization as a whole; it had put into practice a series of concepts which, in view of their success, might be relevant to the overall reform process in the system. The ad hoc working group was a good example of its capacity for adaptation and innovation.

8. The Executive Secretary then proceeded to make his presentation. The second meeting of the ad hoc working group had been convened for three reasons: a) the fact that an express request to that effect had been made by the participants of the first meeting; b) the request made by the Economic and Social Council to the effect that all the regional commissions should undertake an examination with a view to strengthening their effectiveness; and c) the need for the secretariat to hold periodic meetings with the Governments of its member States so that together they could analyse the measures adopted with a view to enhancing their relevance for the countries. The current meeting was being held under different conditions than the first. One of those differences was that part of the proposal being formulated by the new Secretary-General of the United Nations had been made known; another was that the proposed budget for ECLAC for the 1998-1999 biennium, which was to be submitted to the Fifth Committee, was available for examination. In drawing up that proposal, full account had been taken of the work programme and its priorities, as approved by the member countries.

9. The main message that the secretariat wished to convey to the Governments was that it was making an exceptional effort to adapt to the new circumstances. That effort not only meant that they had to be more exacting in formulating the programme of work, but also, at times, called for changes in the secretariat's working procedures and the way in which it interacted with the Governments so that it would be able to reciprocate the trust they placed in it by providing valuable and unique types of services. At the current meeting of the working group, in particular, the secretariat sought assurance that it had the Government's support for the proposals formulated in two particularly sensitive areas: a) management (a new system agreed upon with United Nations Headquarters whereby stricter accountability was secured in exchange for a greater delegation of authority and increased flexibility within existing rules) and b) the application of the scarce resources which were allocated to it (the secretariat was proposing a more widespread use of short-term specialists and consultants to supplement the work of its permanent staff while, of course, continuing to abide by the Organization's regulations concerning the maintenance of an international civil service).

10. The floor was then opened for discussion and the two reports were submitted to the participants for their consideration. The deliberations began with a number of general observations about how ECLAC might carry out its functions within the existing context of the United Nations reform process. Emphasis was placed on the need to ensure that such reforms did not impair, but, on the contrary, strengthened the major role that the institution had played in formulating analyses and proposals for furthering the development of the countries of the region. It was also pointed out that, as indicated in the documents presented to the meeting, it was necessary to intensify the interaction between the Governments and the ECLAC secretariat.

11. The question was raised as to whether the reforms being implemented by ECLAC were fully consistent with the announcements soon to be made by the Secretary-General on the reform process for the Organization as a whole. It was the secretariat's understanding that they were indeed compatible, but with a view to gaining a fuller understanding of the reform process as seen from the vantage point of Headquarters, the Under-Secretary-General for Administration and Management was invited to take the floor.

12. The Under-Secretary-General for Administration and Management noted that, together with the Office of Conference and Support Services and the United Nations Office at Vienna, ECLAC had been selected to participate in the management pilot scheme by virtue of its efficient performance. He then proceeded to address the ad hoc working group, noting that it was therefore an important component of the reform process initiated by the Secretary-General, who was seeking to delegate authority to units that were carrying out concrete activities and, above all, to institutions which could be relied upon. While it was true that the overall budget had been cut back, budgetary allocations to economic and social areas had not declined; the Secretary-General was allocating funds to programmes of benefit to member States rather than to tasks relating to the Organization's internal administration. The United Nations could be said to be suffering from a syndrome of centralization which the Organization was striving to overcome by means of the pilot scheme. It was gratifying to note that the relevant ECLAC document included some of the concepts formulated at Headquarters, specifically with respect to the first stage of the current reform process.

13. Participants in the debate then addressed a number of questions to the Secretariat concerning the management pilot scheme and the reform process. The questions focused on matters relating, in particular, to how the implementation of those measures would affect the substantive work of the Commission and its capacity to meet the needs of the Governments of its member countries. The Secretariat responded fully to each question. The representatives' comments indicated they were in agreement as to the importance of the management pilot scheme and supported the general thrust of the proposals for decentralization, which they considered to be innovative and substantive responses to the need to adapt to prevailing circumstances both within the Organization and in the world as a whole. Some participants also emphasized the importance of transparency to the success of the project.

14. The participants also underscored the valuable contribution that the Commission had made to economic thought in the region in recent decades through its work as an independent think-tank. It was important to safeguard its independence since, in the final analysis, that quality was what would ensure the Commission's freedom of thought and its continued identity as a centre of excellence. The Commission was currently playing an important role in the rapid process of regional and subregional integration as well, since it was especially qualified to provide the region with studies on the subject. Some participants also reiterated the importance of the operational activities provided by the Commission.

15. With respect to the specific programmes —an issue that had already been examined thoroughly at the first meeting of the ad hoc working group— several representatives stressed the need to strengthen the subregional offices; a special effort should also be made to offer support to the countries with small economies, which would undoubtedly be reflected, to some extent, in the allocation of available funds. In that regard, some of the participants felt that the move to provide greater flexibility and to delegate authority could constitute a significant step forward. Proper monitoring and follow-up to the activities provided for in the budget for the 1998-1999 biennium were also essential in order to ensure both the continuity of the tasks being carried out by ECLAC units and subregional offices and the quality of the work that would be entrusted to outside consultants.

16. Given the importance of having an exchange of views on the current reform process at the system-wide level and the numerous questions it raised, as well as on the measures considered necessary in order to respond to the changes taking place within the Organization, the representatives felt that it would be highly advisable to hold periodic meetings of the ad hoc working group. Accordingly, it was proposed that another meeting should be held towards the end of 1997 to review the progress made in implementing the measures examined at the present meeting. It was then decided that the Committee of the Whole of the Commission would be convened on Friday, 6 June.

17. At the end of the meeting, which coincided with the conclusion of the twenty-first session of the Committee of the Whole of ECLAC, the Executive Secretary recapitulated the achievements of the meeting, stating that, for the second time, the forum provided by the ad hoc working group had demonstrated its great effectiveness in contributing to the joint effort to improve the organization and place it at the service of member States. He also expressed his satisfaction at the support received by ECLAC and said that the secretariat would do everything within its power to meet the challenges facing the organization.

18. It was agreed that, in addition to continuing to analyse the management pilot scheme and its practical implementation, the next meeting of the ad hoc working group would also consider other subjects of interest, such as the second phase of the reform process, which had yet to be outlined.

Annex

LIST OF PARTICIPANTS

A. Estados miembros de la Comisión
Member States of the Commission
Etats Membres de la Commission

ANTIGUA Y BARBUDA/ANTIGUA AND BARBUDA

Representante/Representative:

Patrick Lewis, Permanent Representantive to the United Nations

Miembros de la delegación/Delegation members:

Conrad Hunte, Minister Counsellor, Permanent Mission to the United Nations

ARGENTINA

Representante/Representative:

Horacio Fernández Palacio, Secretario, Misión Permanente ante las Naciones Unidas

BARBADOS

Representante/Representative:

Anthony Wiltshire, Senior Foreign Service Officer, Ministry of Foreign Affairs

BOLIVIA

Representante/Representative:

Edgar Camacho Omiste, Representante Permanente ante las Naciones Unidas

Miembros de la delegación/Delegation members:

María Estela Mendoza Bilbao, Consejero, Misión Permanente ante las Naciones Unidas

BRASIL/BRAZIL

Representante/Representative:

Eduardo Carvalho, Consejero, Misión Permanente ante las Naciones Unidas

CANADA

Representante/Representative:

Ross Hynes, Minister Counsellor, Permanent Mission to the United Nations

COSTA RICA

Representante/Representative:

Fernando Berrocal, Representante Permanente ante las Naciones Unidas

Miembros de la delegación/Delegation members:

Melvin Sáenz Biolley, Embajador Alterno ante las Naciones Unidas

CHILE

Representante/Representative:

Eduardo Gálvez, Consejero, Misión Permanente ante las Naciones Unidas

DOMINICA

Representante/Representative:

Theodore Zilpha, Attaché, Permanent Mission to the United Nations

Miembros de la delegación/Delegation members:

Edna Murphy, Attaché

ECUADOR

Representante/Representative:

Santiago Apunte-Franco, Consejero, Misión Permanente ante las Naciones Unidas

Miembros de la delegación/Delegation members:

Fabián Páliz, Primer Secretario, Misión Permanente ante las Naciones Unidas

EL SALVADOR

Representante/Representativa:

Francisco Sorto Rivas, Asesor del Viceministro de economía

ESPAÑA/SPAIN

Representante/Representative:

Arturo Laclaustra, Representante Permanente Adjunto ante las Naciones Unidas

Miembros de la delegación/Delegation members:

Marta Betanzos, Consejera, Misión Permanente ante las Naciones Unidas

ESTADOS UNIDOS DE AMERICA/UNITED STATES OF AMERICA

Representante/Representative:

Kevin J. McGuire, Director, Economic and Social Affairs, Bureau of International Organizations

Miembros de la delegación/Delegation members:

Frank Kerber, Office of Economic and Social Affairs, Bureau of International Organizations

FRANCIA/FRANCE

Representante/Representative:

Philippe Delacroix, First Secretary, Permanent Mission to the United Nations

GRANADA/GRENADA

Representante/Representative:

Robert Millette, Permanent Representative to the United Nations

GUATEMALA

Representante/Representative:

Julio Martini, Representante Permanente ante las Naciones Unidas

Miembros de la delegación/Delegation members:

Silvia Corado, Consejera, Misión Permanente ante las Naciones Unidas

GUYANA

Representante/Representative:

S.R. Insanally, Permanent Representative to the United Nations

Miembros de la delegación/Delegation members:

George Talbot, Second Secretary, Permanent Mission to the United Nations

HAITI

Representante/Representative:

Pierre Lelong, Representante Permanente ante las Naciones Unidas

HONDURAS

Representante/Representative:

Gerardo Martínez Blanco, Representante Permanente ante las Naciones Unidas

ITALIA/ITALY

Representante/Representative:

Stefano Cacciaguerra, Consejero, Misión Permanente ante las Naciones Unidas

JAMAICA

Representante/Representative:

Sheila Sealy Monteith, Minister Counsellor, Permanent Mission to the United Nations

MEXICO

Representante/Representative:

Manuel Tello, Representante Permanente ante las Naciones Unidas

Miembros de la delegación/Delegation members:

Gerardo Lozano, Ministro, Misión Permanente ante las Naciones Unidas
Manuel Fragoso-Diez, Subdirector de Asuntos Hacendarios con América del Sur, Secretaría de Hacienda y Crédito Público
Norberto Terrazas, Secretario, Misión Permanente ante las Naciones Unidas

NICARAGUA

Representante/Representative:

Javier Williams, Tercer Secretario, Misión Permanente ante las Naciones Unidas

PAISES BAJOS/NETHERLANDS

Representante/Representative:

Klaas van der Tempel, First Secretary, Royal Netherlands Embassy at Santiago de Chile

Miembros de la delegación/Delegation members:

Agnes Bruls, United Nations Department, UN Funds and Economic Affairs Section, of the Ministry of Foreign Affairs

PANAMA

Representante/Representative:

Ruth Decerega, Representante Permanente Adjunto ante las Naciones Unidas

PARAGUAY

Representante/Representative:

María Teresa Laterza, Consejera, Misión Permanente ante las Naciones Unidas

PERU

Representante/Representative:

Carlos Pareja, Director de Relaciones Económicas Internacionales, Ministerio de Relaciones Exteriores

Miembros de la delegación/Delegation members:

Italo Acha, Segundo Secretario, Misión Permanente ante las Naciones Unidas

PORTUGAL

Representante/Representative:

Catulina Guerreiro, Consejera, Misión Permanente ante las Naciones Unidas

REINO UNIDO/UNITED KINGDOM

Representante/Representative:

David Borland, Head of ECOSOC, Reform Section, Foreign and Commonwealth Office

REPUBLICA DOMINICANA/DOMINICAN REPUBLIC

Representante/Representative:

Julia Tavárez de Alvarez, Representante Alterna ante las Naciones Unidas

Miembros de la delegación/Delegation members:

Luis Lithgow, Embajador
José Castillo, Embajador

SAINT KITTS Y NEVIS/SAINT KITTS AND NEVIS

Representante/Representative:

Elise Marthol, Counsellor, Permanent Mission to the United Nations

SANTA LUCIA/SAINT LUCIA

Representante/Representative:

Raymona Leonce-Carryl, Chargé d'Affairs, Permanent Mission to the United Nations

SURINAME

Representante/Representative:

Michael Kerpens, Head of the Division of International Organizations, Ministry of Foreign Affairs

TRINIDAD Y TABAGO/TRINIDAD AND TOBAGO

Representante/Representative:

Annette des Iles, Permanent Representative to the United Nations, New York

Miembros de la delegación/Delegation members:

Margaret King-Rousseau, Deputy, Director, Political Affairs Division, Ministry of Foreign Affairs
Roslyn Khan Cummings, First Secretary, Permanent Mission to the United Nations

URUGUAY

Representante/Representative:

Jorge Pérez, Representante Permanente ante las Naciones Unidas

Miembros de la delegación/Delegation members:

Boris E. Svetogorsky Marino, Consejero, Misión Permanente ante las Naciones Unidas

VENEZUELA

Representante/Representative:

Durán Sayed. Tercer Secretario, Misión Permanente ante las Naciones Unidas

B. Miembros Asociados
Associate Members
Etats membres associés

ANTILLAS NEERLANDESAS/NETHERLANDS ANTILLES

Representante/Representative:

Aimée Kleinmoedig, Second Secretary at the Royal Netherlands Embassy in Port-of-Spain

ISLAS VIRGENES DE LOS ESTADOS UNIDOS/UNITED STATES VIRGIN ISLANDS

Representante/Representative:

Carlyle Corbin, Representative for External Affairs

C. Secretaría
Secretariat
Secrétariat

Comisión Económica para América Latina y el Caribe (CEPAL)/Economic Commission for Latin America and the Caribbean (ECLAC)/Commission Economique pour l'Amerique Latine et les Caraïbes (CEPALC)

Gert Rosenthal, Secretario Ejecutivo
Ernesto Ottone, Secretario de la Comisión
Rómulo Caballeros, Director, División de Planificación de Programas y Operaciones
Isaac Cohen, Director, Oficina de CEPAL en Washington
Barbara Boland, Subdirectora, Sede Subregional de la CEPAL para el Caribe
Petrus Heins, Jefe Adjunto de la Unidad de Planificación de Programas y Evaluación

Regional Commissions' New York Office (RCNYO)
Sulafa Al-Bassam, Chief

REPORT OF THE TWENTY-FIRST SESSION OF THE COMMITTEE OF THE WHOLE

(New York, 6 June 1997)

1. Mandate

1. The twenty-first session of the Committee of the Whole was convened by the Executive Secretary of ECLAC in accordance with the authority vested in him and the decision taken by the member countries at the second meeting of the ad hoc working group established pursuant to resolution 553(XXVI).

2. Place and date of the meeting

2. The twenty-first session of the Committee of the Whole of ECLAC was held in New York on 6 June 1997.

3. Attendance

3. The session was attended by representatives of the following States members of the Economic Commission for Latin America and the Caribbean: Antigua and Barbuda, Argentina, Barbados, Bolivia, Brazil, Canada, Chile, Costa Rica, Dominica, Dominican Republic, Ecuador, El Salvador, France, Grenada, Guatemala, Guyana, Haiti, Honduras, Italy, Jamaica, Mexico, Nicaragua, Netherlands, Panama, Paraguay, Peru, Portugal, Saint Kitts and Nevis, Saint Lucia, Spain, Suriname, Trinidad and Tobago, United Kingdom, United States of America, Uruguay and Venezuela.

4. Representatives of the following associate members of the Commission also attended: Netherlands Antilles and United States Virgin Islands.

4. Agenda

5. The only item on the agenda of the Committee of the Whole and its sole purpose was the consideration and adoption of the resolution entitled "ECLAC in the context of the reform of the United Nations".

5. Decisions

6. Following a debate on the reform measures recently adopted by ECLAC,[1] on the basis of the two notes prepared for that purpose by the secretariat,[2] the Committee of the Whole of ECLAC unanimously approved the following resolution to be submitted for consideration by the Economic and Social Council:

---

[1] See the Report of the second meeting of the ad hoc working group established pursuant to resolution 553(XXVI) (New York, 5 June 1997).

[2] "Review of recent reforms adopted by the Economic Commission for Latin America and the Caribbean (Note by the secretariat)" (LC/G.1962) and "Management pilot scheme (Note by the secretariat)" (LC/G.1964).

563(PLEN.21) ECLAC IN THE CONTEXT OF THE REFORM OF THE UNITED NATIONS

The Committee of the Whole of the Economic Commission for Latin America and the Caribbean,

Recalling Commission resolution 553(XXVI) on reform of the United Nations and its impact on ECLAC and, in particular, its decision to establish an ad hoc working group open to all ECLAC member countries, which group was empowered, *inter alia*, to recommend to the Commission strategic directions for its future activities in the context of the ongoing process of reform of the United Nations,

Taking note of the discussions held at the second meeting of the ad hoc working group established pursuant to resolution 553(XXVI), held in New York on 5 June 1997,

Bearing in mind Economic and Social Council resolution 1996/41 and General Assembly resolution 50/227, which refer to the restructuring and revitalization of the United Nations in the economic, social and related fields and call for "the review of the regional commissions, with a view to strengthening and enhancing their effectiveness as action- and policy-oriented bodies ...",

Bearing in mind also the request of the Economic and Social Council, that the regional commissions should continue undertaking their own assessments as called for in General Assembly resolution 50/227, and report to the Council at its substantive session of 1997,

Having before it the notes by the secretariat entitled "Review of recent reforms adopted by the Economic Commission for Latin America and the Caribbean" and "Management pilot scheme",[*]

Reaffirming that the initiative on the pilot management scheme presented by ECLAC's Secretariat is aimed at strengthening the role of the organization as a centre of excellence charged with collaborating with member States in a comprehensive analysis of development processes geared to the design, monitoring and evaluation of public policies and the resulting provision of operational services in the field of specialized information, advisory services, training and support for regional and international cooperation and coordination,

Convinced that it is essential for the United Nations, in carrying out activities in the economic, social and related fields, to take account of the regional dimension and the decentralization of tasks in accordance with the comparative advantages of its subsidiary bodies located in the developing regions,

1. Notes with satisfaction the progress made by the secretariat in fulfilling the instructions of the Commission, as expressed in its resolution 553(XXVI), particularly with regard to institutional matters and management improvement and the coordination of activities with other organizations; in order to maintain its validity and relevance in the face of evolving circumstances that affect not only Latin American and Caribbean development, but also the United Nations;

---

[*] LC/G.1962, 15 April 1997, and LC/G.1964, 21 April 1997, respectively.

2. Further notes with satisfaction the work carried out by the ad hoc working group established pursuant to resolution 553(XXVI) in defining priorities for all elements of the ECLAC work programme for the 1998-1999 biennium and progress achieved in formulating additional strategic directions;

3. Urges the ad hoc working group, in consultation with the Executive Secretary, to ensure that, notwithstanding the changing internal and external circumstances affecting the implementation of the work programme, the activities carried out by the secretariat are based on the priorities established and the guidelines contained in the progress report of the ad hoc working group, established pursuant to resolution 553(XXVI);

4. Supports the general thrust of the management pilot scheme described in document LC/G.1964, which will be developed and described in detail, in order to be submitted for consideration and approval by member countries of the Commission before its implementation, and taking into account the statements made by the members of the ad hoc working group during the second meeting, held in New York on 5 June 1997;

5. Requests the Executive Secretary of the Commission to keep members informed during the implementation phase of the management pilot scheme, through the ad hoc working group, with the aim of monitoring its effectiveness and impact on the work of the Commission;

6. Concurs with the general thrust of the secretariat's strategic proposal on deployment of human resources contained in the document on reform measures, with a view to generate, while ensuring the optimum utilization of expertise available within the Commission and the United Nations system, more effective results in accordance with the needs and requirements of the countries, for a given amount of resources by adequately altering the mix of in-house staff and outsourced expertise and services and welcomes further consultation between the secretariat and member States on details of such plan prior to implementation;

7. Recommends that, as reform of the United Nations proceeds in the economic, social and related areas, a clear division of responsibilities should be established with regard to regional activities in Latin America and the Caribbean between the Commission on the one hand and programs, agencies and funds from the United Nations system, and regional intergovernmental organizations, on the other, with a view to achieving appropriate coordination and mutual reinforcement in their respective activities;

8. Requests the Executive Secretary of ECLAC to continue to intensify, in the general context of the reform process of the United Nations in the economic, social and related areas, reform measures referred to in the present resolution and in resolution 553(XXVI) and to report thereon to the Commission at its next session, to be held in Aruba in April 1998.

REPORT OF THE THIRD MEETING OF THE AD HOC WORKING GROUP ESTABLISHED PURSUANT TO RESOLUTION 553(XXVI)

(New York, 12 November 1997)

1. Mandate

1. Pursuant to its resolution 553(XXVI), the Economic Commission for Latin America and the Caribbean (ECLAC) established an ad hoc working group open to all member countries with the mandate of defining, in consultation with the Executive Secretary, priorities for the work programme and of recommending to the Commission strategic directions for its future activities, taking into account the development priorities of Latin America and the Caribbean, as well as budgetary considerations.

2. Place and date of the meeting

2. The third meeting of the ad hoc working group, convened by the secretariat at the request of the Chairman, was held in New York on 12 November 1997.

3. Attendance

3. The meeting was attended by representatives of the following States members of the Economic Commission for Latin America and the Caribbean: Argentina, Bahamas, Barbados, Bolivia, Brazil, Canada, Chile, Colombia, Costa Rica, Cuba, Dominica, Dominican Republic, Ecuador, France, Grenada, Guatemala, Guyana, Honduras, Italy, Jamaica, Mexico, Netherlands, Panama, Paraguay, Peru, Portugal, Saint Lucia, Spain, Trinidad and Tobago, United Kingdom of Great Britain and Northern Ireland, United States of America, Uruguay, Venezuela (see annex 2).

4. Agenda

4. The ad hoc working group had before it the following agenda:

1. Opening statement by the Chairman of the ad hoc working group;
2. Presentation of a note by the secretariat, entitled "Progress in the implementation of the pilot management scheme" (LC/G.1983);
3. Debate.

5. Summary of the proceedings

5. The Chairman recalled that at its previous meeting the working group had expressed its satisfaction at the progress it had made, jointly with the secretariat, both with respect to establishing the priorities for all activities of the ECLAC programme of work for the biennium 1998-1999 and formulating new strategic priorities. It had been considered useful to convene a further meeting in order to examine whether the ECLAC innovations were consistent with the second track of the process of reform of the United Nations, which had at that stage still not been announced. Both processes had progressed and the doubts that had been raised on the occasion of the previous meeting had been resolved.

6. The Chairman also emphasized the importance of setting the meeting in the overall context of the reform process in order to establish clearly the purpose of the debate and not to enter into administrative and financial matters which the member Governments of ECLAC analysed and took decisions upon in other forums within the Organization.

7. The Executive Secretary of ECLAC began his presentation by referring to the mandate of the ad hoc working group, pointing out that as far as establishing priorities was concerned, it had powers of decision, whereas with respect to strategy its role was more that of making proposals. The working group had in fact acted as a sounding board, allowing the secretariat to maintain a dialogue with the member States concerning ideas as to how to make the Commission more effective. The objective of the meeting was to consider what had been agreed upon at the previous meeting concerning the pilot management scheme, given the secretariat's interest in working together with the member Governments on a process that had only recently been initiated.

8. Specifically, the meeting had been called so that the participants could be apprised of the contents and scope of the measures proposed under the new management scheme. These measures were set out in two memoranda by the Under-Secretary-General for Administration and Management which would enable the Commission to make better and more efficient use of the resources placed at its disposal. The first memorandum, dated 8 September 1997, concerned the delegation of authority in personnel matters, the second, dated 10 November 1997, the delegation of authority in the financial and budgetary areas. The second memorandum had only been received the previous evening, which explained why the secretariat was distributing it to the delegations as he spoke (see annex 1).

9. It was still too early to provide a precise picture of the organizational and functional profile that ECLAC would have in two years time, but it could be affirmed that the pilot management scheme was being implemented within the framework of the process of reform of the United Nations and the draft budget for the biennium 1998-1999 already reflected a structural change which provided greater flexibility in the use of resources and made more funds available for substantive activities. In addition, the ECLAC secretariat had already taken concrete measures to pass on the delegation of authority granted to it by Headquarters to the regional offices, with the aim of increasing the effectiveness and efficiency of the work of the Commission.

10. Lastly, the Executive Secretary said that the secretariat was deliberately introducing changes gradually, recognizing that the intergovernmental forums had still not adopted complete provisions on the delegation of authority. A "pilot scheme" by its very nature contained a trial element. But he was convinced that the measures adopted so far would reap benefits for the member Governments, since, in the first place, they reduced administrative procedures, making it possible to channel resources thus saved to substantive activities, and, secondly, they marked the beginning of a change in the secretariat's management culture, placing the emphasis on ex post controls, instead of ex ante financial controls.

11. Following the Executive Secretary's introductory statement, the representative of one country expressed regret that the meeting of the ad hoc working group had been convened in the middle of the United Nations General Assembly. His delegation attached great importance to strengthening the work of ECLAC; the member countries had the responsibility of ensuring that the reforms did not affect its role with respect to research and policy proposals for the development of the region. In view of the fact that the implementation of the ECLAC pilot scheme was to serve as a model for the rest of the United Nations system, his delegation considered as unacceptable the statement in paragraph 16 of the note by the secretariat that the measures contemplated fell within the attributions of the United Nations Secretariat, given that at least some of them required the prior approval of the Governments.

12. It was therefore surprising that the Under-Secretary-General for Administration and the Under-Secretary-General for Administration and Management, in his memorandum of 8 September 1997 on the delegation of authority in the area of human resources, had indicated that the Secretariat was authorized to begin implementing the pilot plan as of 1 October 1997, since that contravened the letter and the spirit of paragraph 21 of General Assembly resolution 51/221 B. Pursuant to that resolution it had been decided that no modifications could be introduced in the methodology used in preparing the budget, or in established budgetary procedures and practices, or in the provisions of the Financial Regulations without prior consideration and approval by the General Assembly through the Advisory Committee on Administrative and Budgetary Questions (ACABQ). The same applied to the concept of results-based budgeting, which was the basis of the proposed pilot scheme.

13. The same representative also expressed the opinion that, in spite of the fact that it was stated in Committee of the Whole resolution 563(PLEN.21) that the pilot scheme would be "developed and described in detail, in order to be submitted for consideration and approval by member countries of the Commission before its implementation", no detailed report on the contents of the proposal had yet been provided. He therefore requested that such a detailed report be prepared, and expressed concern with respect to what was said in paragraph 15 of the note by the secretariat concerning the transfer of resources between budget lines, the use of outsourcing and the resulting reduction in the number of permanent posts.

14. He also requested that all mention of the Free Trade Area of the Americas (FTAA) be expunged from the programme of work on the grounds that FTAA was a discriminatory forum. However, the representatives of two other countries felt that it was incumbent upon ECLAC to support the creation of FTAA in accordance with the commitments made at the Summit of the Americas. Moreover, in view of the vital role which the Commission had played from the very start in promoting integration, those representatives felt it must not stand apart from a process in which so many States members of the Commission were involved.

15. The representatives of a number of countries expressed satisfaction at the implementation of the plan for decentralizing management, emphasizing the fact that ECLAC had been chosen to implement the pilot scheme. In their opinion, this constituted recognition of the capability of ECLAC, which deserved the support of the member Governments. Many delegations expressed the hope that, in the same way that ECLAC had become a pioneer in the field of development, the pilot scheme would enable it to become a model for the entire Organization. In particular, they referred to its tradition of excellence and the important substantive contributions it had made and continued to make to the process of regional integration, stressing that the ECLAC reform process should include questions of internal management and provide for the possibility of permanent dialogue with the member States concerning the administration of the organization, both in the area of priority setting and with respect to strategic guidelines.

16. Representatives of several countries also pointed out that the delegation of authority by United Nations Headquarters to ECLAC should be carried out in a transparent manner and within the framework of the policies established by the central organs. For example, there was a need to respect the criteria of geographical and gender balance in recruitment, especially with regard to underrepresented countries, and it was requested that the delegation of authority should extend to the link between ECLAC headquarters and the subregional headquarters.

17. Representatives of a number of countries raised questions concerning specific aspects of the pilot scheme, most of which were directed to the Department of Administration and Management at Headquarters. Clarifications were requested on such subjects as performance indicators, oversight mechanisms, the system for assessing activity results, and how a system of sanctions and incentives might work. Questions were also posed as to the possible implications of the reduction in permanent staff and the parallel increase in outsourcing.

18. Representatives of other countries wondered whether it was appropriate for measures to be introduced under the pilot management scheme that involved the transfer of resources between budget lines, since in addition to not permitting full budgetary control it might lead to variations in activities approved previously by the legislative organs.

19. With respect to the memorandum dated 10 November 1997 concerning the pilot project on delegation of authority and the attached table, some representatives requested information on the criteria to be used in allocating any resources saved as a result of efficiency improvements, and a number of representatives expressed the view that such revenues should be used to expand the activities of ECLAC. One representative was of the opinion, however, that there was no provision in force which would allow ECLAC to retain those revenues, and a question was raised as to the authority of the Under-Secretary-General for Administration and Management to delegate the relevant authority in the financial area.

20. The Executive Secretary announced that, since most of the doubts and questions being raised were directed to the Under-Secretary-General for Administration and Management, he had invited two persons to attend the meeting who worked in direct collaboration with the Under-Secretary-General so that they might respond to those concerns to the best of their ability. First, however, he noted that there were, in his view, two options with respect to the application of the pilot scheme. One was to suspend its implementation until such time as all existing doubts regarding legal and procedural aspects of the scheme had been clarified on the basis of decisions taken in the appropriate forums. The other was to put the scheme into practice on a gradual, progressive basis through the implementation of those elements that were not being questioned by the Governments. The second option was the most appropriate course of action, and a procedure had been established whereby the secretariat would keep the member Governments informed about any measures adopted. In any event, it should be made clear that, in the view of the secretariat, the steps that had been taken were not prejudging any provisions which the General Assembly might choose to adopt.

21. On the subject of accountability, the Executive Secretary drew a distinction between managers' accountability regarding the completion of tasks they had proposed for inclusion in the programme of work –a mechanism that was already partially in operation— and the quantitative measurement of outputs. The latter was more difficult because the majority of the Commission's outputs did not lend themselves to such measurements. Despite that difficulty, a number of new indicators had already been identified, and in future an effort would be made to make use of them on a more systematic basis. The secretariat would look into the issue of what indicators should be used to measure the impact of ECLAC activities. Determining what sorts of sanctions and incentives to use was also a difficult task, but it was clear that the main thrust of the incentives would be to promote the most useful kinds of proposals, while the purpose of sanctions would be just the opposite, i.e., to discontinue the allocation of funds to activities found to be irrelevant or ineffective.

22. With regard to the new programme-based budgetary structure, he said that the allocation for section 21 (technical cooperation, advisory services and fixed-term services) had been increased slightly but was still very small and therefore did not pose a threat to the institutional memory of the organization or its geographic distribution, since no radical change in staff was foreseen. The only change that would be brought about by the restructuring exercise would be the attainment of a higher level of excellence in the Organization's work as a whole, inasmuch as the authority delegated to ECLAC would expedite and facilitate its work enormously.

23. As had been announced by the Executive Secretary, the afternoon meeting was attended by the Director of the Operational Services Division and the Principal Legal Officer of the Office of the Legal Counsel, Office of Legal Affairs, so that they might help to clear up some of the doubts raised by the representatives.

24. The Principal Legal Officer said that rule 101.1 of the Financial Regulations and Rules of the United Nations empowered the Under-Secretary-General for Administration and Management to administer all financial activities of the United Nations and to delegate authority in that sphere; the Staff Rules did not contain any similar provision in relation to human resources, but the logical deduction was that the Under-Secretary-General had similar authorities in that area as well. Furthermore, since by definition the pilot project had no precedents, it might have procedures that differed from those of existing practices. The whole point of a pilot project was to see if the new procedures worked before changing the rules; moreover, past pilot projects had been reported to the General Assembly prior to the introduction of changes in the rules, and that had been accepted. Thus no amendment of existing rules was necessary. In fact, the General Assembly itself had requested that, under the requisite circumstances, proposals for the delegation of authority should be submitted. Therefore, the ECLAC pilot management scheme was in keeping with the provisions of the General Assembly and did not violate any existing rule or regulation. In any event, its implementation would be a matter of ongoing consultation between Headquarters and ECLAC, and the Commission would be required to report on how all such funds were used.

25. The Director of the Operational Services Division emphasized that ECLAC had been offered the opportunity to implement a pilot management scheme and that the Commission had merely agreed to make every effort to do so. In respect of item No. 1 in the table attached to the latest memorandum on the delegation of authority (retaining savings arising from efficiency improvements), the idea was to provide incentives for the adoption of measures to boost efficiency, thereby permitting ECLAC to reinvest those revenues in activities included in the programme of work, in accordance with the priorities to be determined and approved by the Executive Secretary. In response to the questions raised in connection with the increase in the LCC discretionary ceiling to US$ 1 million (item No. 2), he said that all monitoring arrangements already in place would remain in force, including regular audits of ECLAC, and that those measures should be supplemented by the submission of reports to the Contracts Committee at Headquarters and the provision of any other documentation that might be required by the United Nations Secretariat. In the final analysis, the delegation of authority would reduce the workload of United Nations Headquarters.

26. Numerous representatives then took the opportunity to underscore a number of the concerns, doubts and objections that had been expressed during the morning meeting, especially with regard to the sequencing of the pilot scheme's implementation, its legality and its possible postponement until such time as certain decisions had been taken in the relevant forums; the representatives of two countries said that they continued to have doubts despite the explanations given by United Nations officials from Headquarters.

27. Other representatives emphasized the need to take a flexible position regarding the pilot scheme and expressed the view that its approval did not fall within the purview of the ad hoc working group. In terms of the working group's functions, they felt that the meeting had been a highly positive one, since it had provided an opportunity for a significant exchange of ideas on the subject which would surely enrich the pilot scheme. Other representatives again, on the other hand, considered that the group should give its opinion on the pilot scheme in accordance with resolution 553(XXVI), as it had in June 1997.

28. At the close of the meeting, the Executive Secretary said that, clearly, not all the elements of the pilot scheme could be implemented immediately; indeed, he felt that such a course of action would be premature, since some of its components had not yet been considered by the Fifth Committee. Nevertheless, he did not feel that the countries were opposed to its implementation. Accordingly, although the ECLAC secretariat could not renounce the authority it had been granted by the Secretary-General, it would not take any steps to implement those elements of the scheme about which there were serious concerns. He expressed his agreement with the proposal made by one delegation that, if it proved necessary, a meeting of the ad hoc working group should be convened before the twenty-seventh session of the Commission (Aruba, May 1998).

29. It was agreed that the Chairman of the ad hoc working group would submit a summary report reflecting all the views expressed by the representatives at the group's three meetings to the member States at the twenty-seventh session of the Commission, which was to be held in May 1998.

Annex 1

MEMORANDUM

DATE: 3 December, 1997

TO : Sr. Gert Rosenthal, Executive Secretary
Economic Commission for Latin America and the Caribbean

FROM: Joseph E. Connor, Under-Secretary-General
Department of Management

SUBJECT: Pilot project on delegation of authority to the Economic Commission for Latin America and the Caribbean (ECLAC) in the finance area

1. Reference is made to my memorandum dated 8 September 1997 which covered the delegation of authority in human resources matters to ECLAC within the Pilot Project as part of the management reform proposals of the Secretary-General. In paragraph 13 of my memorandum, I mentioned that the proposals for increased delegation of authority in the financial and procurement areas were being studied by the Controller and other senior staff in the Department of Management.

2. I am pleased to confirm the Department of Management's concurrence to all the proposals listed in the tables attached to your memorandum dated 31 July 1997, with the exception of the proposed authority for ECLAC to negotiate with donors levels of charges for programme support (overhead) on extra-budgetary contributions for project execution in the Commission.

3. In view of the above, four additional delegations reflected in the attached annex marked A are herewith approved as from the date of this memorandum.

4. As regards the last listed delegation (item No. 4) to apply revenues from sale of goods and services to ECLAC accounts, the Controller has agreed to such proposal subject to the establishment of revolving funds, where applicable.

5. These extended delegations will be monitored as indicated in the attached annex and will be reviewed on the first anniversary of this memorandum, i.e., on 10 November 1998, whereupon decisions for further delegations will be decided upon for items 2 and 3 pertaining to procurement ceilings and SB cases in the Property Survey Board.

6. I should like to receive your confirmation of agreement to these additional delegations of authority which, we anticipate, will streamline administrative actions for which you as Head of Department are responsible and accountable. We have now taken all actions at this end in relation to the proposed extended delegations of authority for this Pilot Project. We are still awaiting your proposals on the performance measurement indicators to complete the remaining aspects of the Pilot Project with ECLAC.

Annex A
DELEGATION OF AUTHORITY TO ECLAC ON FINANCIAL MATTERS

	PROPOSED DELEGATIONS	ANTICIPATED BENEFITS	MONITORING	EFFECTIVE DATE
1. Authority to ECLAC to retain savings arising from efficiency improvements in non-post expenditures to increase the Organization's capacity for effective programme implementation.	The new flexibility and compatibility introduced in the allotments of the current biennium would be retained. ECLAC would continue to be responsible for the execution of the budget and report necessary adjustments to the Budget Division.	Savings resulting from efficiency and cost-cutting would benefit substantive development activities.	Continued monthly reporting to the Controller. Budget performance reports. Audits by internal and external auditors.	10 November 1997
2. Procurement ceilings (Financial Rule 110.17 (e)).	Increase the currently delegated LCC authority up to US$ 1 million.	Eliminate delays, time consuming consultations, avoid duplications. Increased accountability for Chief Division of Administration and Head of Procurement, ECLAC.	Through submission of copies of Minutes of ECLAC/LCC to Secretariat of HQCC. Audit..	10 November 1997. Initial stage up to one year with a view to obtain unlimited authority thereafter upon satisfactory evaluation.
3. Write off property (SB cases).	Initially delegation to LPSB for losses accounting to US$ 5,000.	Eliminate delays.	Audit.	10 November 1997. Initial experimental stage up to one year with a view to obtain unlimited authority thereafter upon satisfactory evaluation.
4. Revenues from sale of goods/services (Financial Rules 107 and 109).	Revenues to be applied directly to ECLAC accounts to finance purchase of goods/services. Revolving funds to be established, where applicable.	Increase accountability for budget management.	Audit.	10 November 1997.

Annex 2

LIST OF PARTICIPANTS

A. Estados miembros de la Comisión
Member States of the Commission
Etats Membres de la Commission

ARGENTINA

Representante/Representative:

Horacio Fernández Palacio, Secretario, Misión Permanente ante las Naciones Unidas

BAHAMAS

Representante/Representative:

Allison Christie, Second Secretary, Pemanent Mission to the United Nations

BARBADOS

Representante/Representative:

Joy-Ann Skinner, Foreign Affairs Officer, Ministry of Foreign Affairs

BOLIVIA

Representante/Representative:

Marco Antonio Vidaurre, Representante Permanente ante las Naciones Unidas

Miembros de la delegación/Delegation members:

María Estela Mendoza, Consejero, Misión Permanente ante las Naciones Unidas

BRASIL/BRAZIL

Representante/Representative:

Enio Cordeiro, Ministro Plenipotenciario, Misión Permanente ante las Naciones Unidas

Miembros de la delegación/Delegation members:

José Antonio Marcondes de Carvalho, Consejero, Misión Permanente ante las Naciones Unidas
Antonio Ricardo Fernandes Cavalcante, Tercer Secretario, Misión Permanente ante las Naciones Unidas

CANADA

Representante/Representative:

Fauzya Moore, Adviser, Specialized Agencies and Economic Issues, Department of Foreign Affairs and International Trade

CHILE

Representante/Representative:

Eduardo Gálvez, Consejero, Misión Permanente ante las Naciones Unidas

COLOMBIA

Representante/Representative:

Juan Carlos Londoño, Segundo Secretario, Misión Permanente ante las Naciones Unidas

COSTA RICA

Representante/Representative:

Melvin Sáenz, Embajador Suplente ante las Naciones Unidas

CUBA

Representante/Representative:

Mirtha Hormilla Castro, Segunda Secretaria, Misión Permanente ante las Naciones Unidas
Dulce María Buergo, Segunda Secretaria, Misión Permanente ante las Naciones Unidas

DOMINICA

Representante/Representative:

Zilpha Theodore, Permanent Mission to the United Nations

ECUADOR

Representante/Representative:

Santiago Apunte Franco, Consejero, Misión Permanente ante las Naciones Unidas

Miembros de la delegación/Delegation members:

Fabián Páliz, Primer Secretario, Misión Permanente ante las Naciones Unidas

ESPAÑA/SPAIN

Representante/Representative:

Arturo Laclaustra, Representante Permanente Adjunto ante las Naciones Unidas

ESTADOS UNIDOS DE AMERICA/UNITED STATES OF AMERICA

Representante/Representative:

Frank Kerber, International Economist, Office of Economic and Social Affairs, Bureau of International Organizations, Department of State

Miembros de la delegación/Delegation members:

Joni Firegold Treviss, International Relations Officer, Officer-in-Charge for ECLAC, Department of State

FRANCIA/FRANCE

Representante/Representative:

Philippe Delacroix, First Secretary, Permanent Mission to the United Nations

GRANADA/GRENADA

Representante/Representative:

Robert Millette, Permanent Representative to the United Nations

GUATEMALA

Representante/Representative:

Julio Martini, Representante Permanente ante las Naciones Unidas

Miembros de la delegación/Delegation members:

Silvia Corado-Cuevas, Consejera, Misión Permanente ante las Naciones Unidas

GUYANA

Representante/Representative:

George Talbot, Second Secretary, Permanent Mission to the United Nations

HONDURAS

Representante/Representative:

Noemí Espinoza Madrid, Representante Permanente ante las Naciones Unidas

ITALIA/ITALY

Representante/Representative:

Stefano Cacciaguerra, Consejero, Misión Permanente ante las Naciones Unidas

JAMAICA

Representante/Representative:

Audley Rodrigues, Deputy Director, Multilateral Organizations Department, Ministry of Foreign Affairs and Foreign Trade

MEXICO

Representante/Representative:

Gerardo Lozano, Ministro, Misión Permanente ante las Naciones Unidas

Miembros de la delegación/Delegation members:

Marta Peña, Segunda Secretaria, Misión Permanente ante las Naciones Unidas

PAISES BAJOS/NETHERLANDS

Representante/Representative:

Lidi Remmelzwaal, Head, UN Funds and Economic Affairs Division, Ministry of Foreign Affairs

PANAMA

Representante/Representative:

Ruth Decerega, Representante Permanente Adjunto ante las Naciones Unidas

PARAGUAY

Representante/Representative:

Luis González, Segundo Secretario, Misión Permanente ante las Naciones Unidas

PERU

Representante/Representative:

Italo Acha, Segundo Secretario, Misión Permanente ante las Naciones Unidas

PORTUGAL

Representante/Representative:

Catulina Guerreiro, Consejera, Misión Permanente ante las Naciones Unidas

REINO UNIDO DE GRAN BRETAÑA E IRLANDA DEL NORTE/UNITED KINGDOM OF GREAT BRITAIN AND NORTHERN IRELAND

Representante/Representative:

Peter Gooderham, Counsellor, Permanent Mission to the United Nations

Miembros de la delegación/Delegation members:

Alison Blackburne, First Secretary, Pemanent Mission to the United Nations
Jeremy Greenwood, Permanent Mission to the United Nations

REPUBLICA DOMINICANA/DOMINICAN REPUBLIC

Representante/Representative:

José Manuel Castillo, Embajador, Representante Suplente ante las Naciones Unidas

SANTA LUCIA/SAINT LUCIA

Representante/Representative:

Sonia Leonce-Carryl, First Secretary, Permanent Mission to the United Nations

Miembros de la delegación/Delegation members:

Maura Felix, Permanent Mission to the United Nations

TRINIDAD Y TABAGO/TRINIDAD AND TOBAGO

Representante/Representative:

Roslyn Khan-Cummings, First Secretary, Permanent Mission to the United Nations

URUGUAY

Representante/Representative:

Jorge Pérez-Otermin, Representante Permanente ante las Naciones Unidas

Miembros de la delegación/Delegation members:

Boris Svetogorsky Marino, Consejero, Misión Permanente ante las Naciones Unidas

VENEZUELA

Representante/Representative:

Oscar R. de Rojas, Representante Permanente ante las Naciones Unidas

Miembros de la delegación/Delegation members:

Luis Pérez-Segnini, Segundo Secretario, Misión Permanente ante las Naciones Unidas

B. Secretaría
Secretariat
Secretariat

Comisión Económica para América Latina y el Caribe (CEPAL)/Economic Commission for Latin America and the Caribbean (ECLAC)/Commission Economique pour l'Amerique latine et les Caraïbes (CEPALC)

Gert Rosenthal, Secretario Ejecutivo
Reynaldo Bajraj, Secretario Ejecutivo Adjunto
Ernesto Ottone, Secretario de la Comisión
Petrus Heins, Director Adjunto, División de Planificación de Programas y Operaciones
Klaus Heynig, Jefe, Unidad de Desarrollo Institucional, División de Planificación de Programas y Operaciones

Sede de las Naciones Unidas/United Nations Headquarters

Anthony Miller, Oficial Principal, Oficina del Asesor Jurídico, Oficina de Asuntos Jurídicos
Johannes Wortel, Director, División de Servicios Operacionales

Oficina de las Comisiones Regionales en Nueva York/Regional Commissions New York Office/Bureau des Commissions regionales B New York

Sulafa Al-Bassam, Jefa

ANNEX

RESOLUTION 553(XXVI)

553(XXVI) REFORM OF THE UNITED NATIONS AND ITS IMPACT ON ECLAC

The Economic Commission for Latin America and the Caribbean,

Recalling Commission resolutions 520(XXIV) and 541(XXV) on the role and functions of ECLAC and the consequences for it of the restructuring and revitalization of the United Nations in the economic and social fields,

Bearing in mind General Assembly resolution 48/162 and decision 49/411 on the restructuring and revitalization of the United Nations in the economic and social spheres and other questions relating thereto, and resolution 48/218 and decision 49/461 on the review of the efficiency of the administrative and financial functioning of the United Nations,

Bearing in mind also the guidelines emanating from the open-ended high-level working group established by General Assembly resolution 49/252 with a mandate to undertake a thorough review of the revitalization, strengthening and reform of the United Nations system,

Taking note of the content of the Declaration issued by the States Members and observers of the United Nations on the occasion of the fiftieth anniversary of the United Nations and, in particular, of the proposal for ensuring that the United Nations enters the twenty-first century equipped, financed and structured to serve effectively the peoples in whose name it was established,

Reaffirming its conviction that the activities entrusted to the Commission by the Economic and Social Council in its resolution 106 (VI) retain their full validity in the light of the present circumstances and the foreseeable future of the Latin American and Caribbean countries,

Having before it the note by the secretariat entitled "Reform of the United Nations and its impact on ECLAC" (LC/G.1899(SES.26/4)), of 22 January 1996,

Convinced that, as a new century dawns, sustainable development should occupy an important place in the agenda of the United Nations,

Convinced further that it is essential for the United Nations, in carrying out activities in the economic and social fields, to take account of the regional dimension and the decentralization of tasks in accordance with the comparative advantages of Headquarters and the subsidiary organs located in the developing regions,

1. Affirms that, in Latin America and the Caribbean, ECLAC is especially well qualified to undertake the tasks entrusted to it by the Economic and Social Council in its resolution 106 (VI), in the framework of a restructured United Nations;

2. Declares, therefore, that ECLAC should function as a centre of excellence charged with collaborating with member States in a comprehensive analysis of development processes geared to the design, monitoring and evaluation of public policies and the resulting provision of operational services in the fields of specialized information, advisory services, training and support for regional and international cooperation and coordination;

3. Declares further that, in order to play a relevant role with greater effectiveness and efficiency, ECLAC will need to adapt to the evolving development priorities of Latin America and the Caribbean, within the framework of the restructuring and revitalization of the United Nations;

4. Recommends that the institutional structure and pattern of conferences of the ECLAC system, including the practice of holding biennial sessions of the main forum, should continue to serve as the foundation in maintaining the simplicity, effectiveness and flexibility of the Commission;

5. Recommends further that ECLAC should pursue its efforts to improve its performance, productivity, impact, efficiency and effectiveness, taking into account, where appropriate, ongoing processes pertaining to the United Nations as a whole;

6. Instructs the Executive Secretary, therefore, to:

a) Pursue and strengthen the institutional development and management upgrading activities aimed at improving the efficiency and effectiveness of the activities which ECLAC carries out in fulfilment of the mandates conferred on it by member States;

b) Improve the indicators for evaluating the activities of the Commission in terms of performance, productivity and impact;

c) Intensify consultation and strengthen cooperation and coordination with other United Nations organs, agencies and programmes, particularly the United Nations Development Programme and the United Nations Population Fund, taking special care to avoid duplication of activities;

d) Strengthen existing cooperation and coordination with other multilateral organizations, such as the Inter-American Development Bank, the Organization of American States, the Latin American Economic System and other Latin American and Caribbean institutions pursuing similar objectives in the region, again taking care to avoid duplication of activities;

7. Decides to establish an ad hoc working group open to all ECLAC member countries, to be headed by the Chairman of the twenty-sixth session of the Commission, which group, in consultation with the Executive Secretary, is empowered to define priorities for the work programme and recommend to the Commission strategic directions for its future activities, taking into account the development priorities of Latin America and the Caribbean, as well as budgetary considerations. The first meeting of this ad hoc working group will be held within 90 days at ECLAC headquarters in Santiago, Chile, and any subsequent meetings will be held preferably at either of the subregional headquarters of ECLAC or at United Nations Headquarters in New York;

8. Entrusts the ad hoc working group with preparing a progress report to be transmitted through the Executive Secretary to the resumed substantive session of the Economic and Social Council for consideration at the fifty-first regular session of the General Assembly and with transmitting its proposals regarding the priorities for the 1998-1999 work programme through the appropriate channels to the General Assembly at its fifty-second session;

9. Further entrusts the ad hoc working group with submitting a final report on the review of priorities for the programme of work of ECLAC to the next session of the Commission.